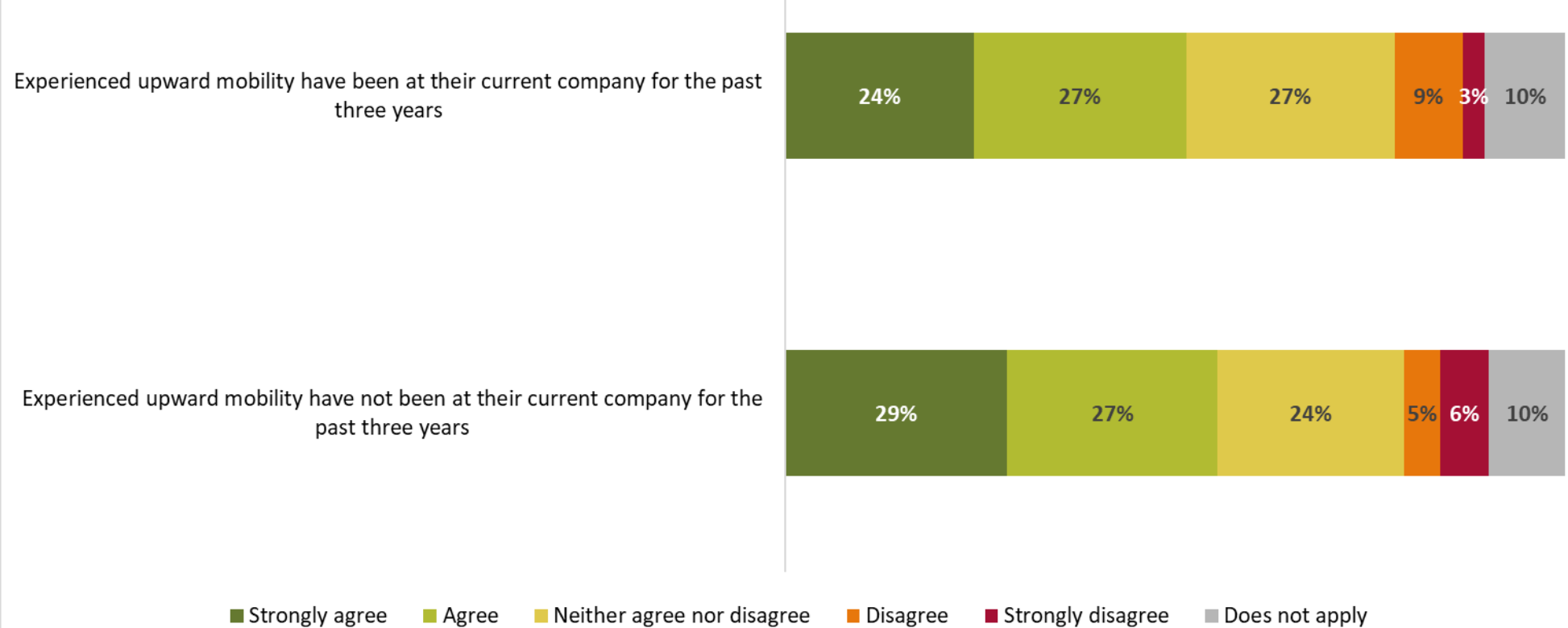


Section G
Attitudes about upward mobility

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G1: What have been the biggest contributors to your upward mobility?

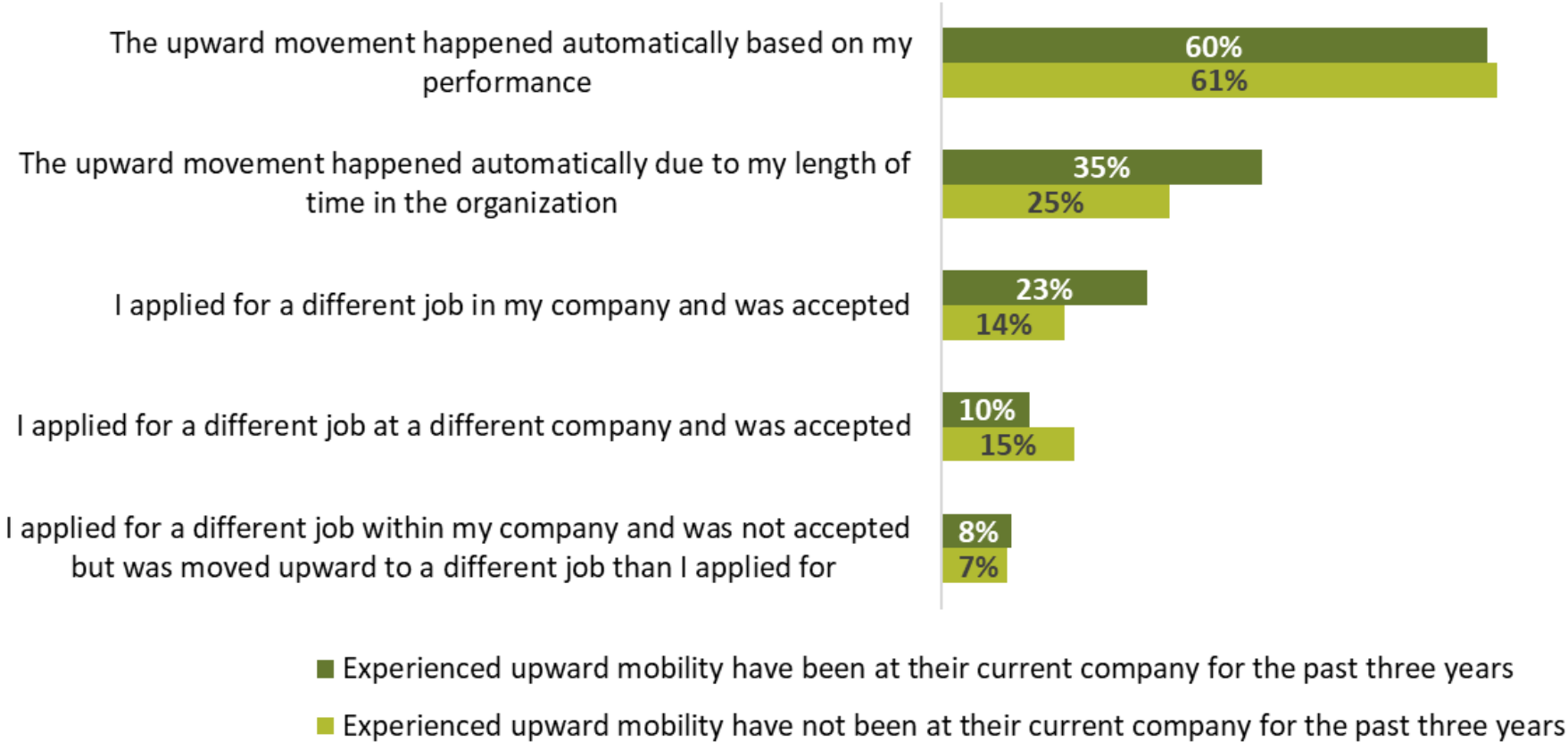
I did not worry that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job



Section G

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G2: What action did you take that led to these positive increases in your upward mobility?



Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G3: Do you expect to have further upward mobility in your future (at your current company or elsewhere)?

Experienced upward mobility have been at their current company for the past three years

54%

27%

20%

Experienced upward mobility have not been at their current company for the past three years

61%

17%

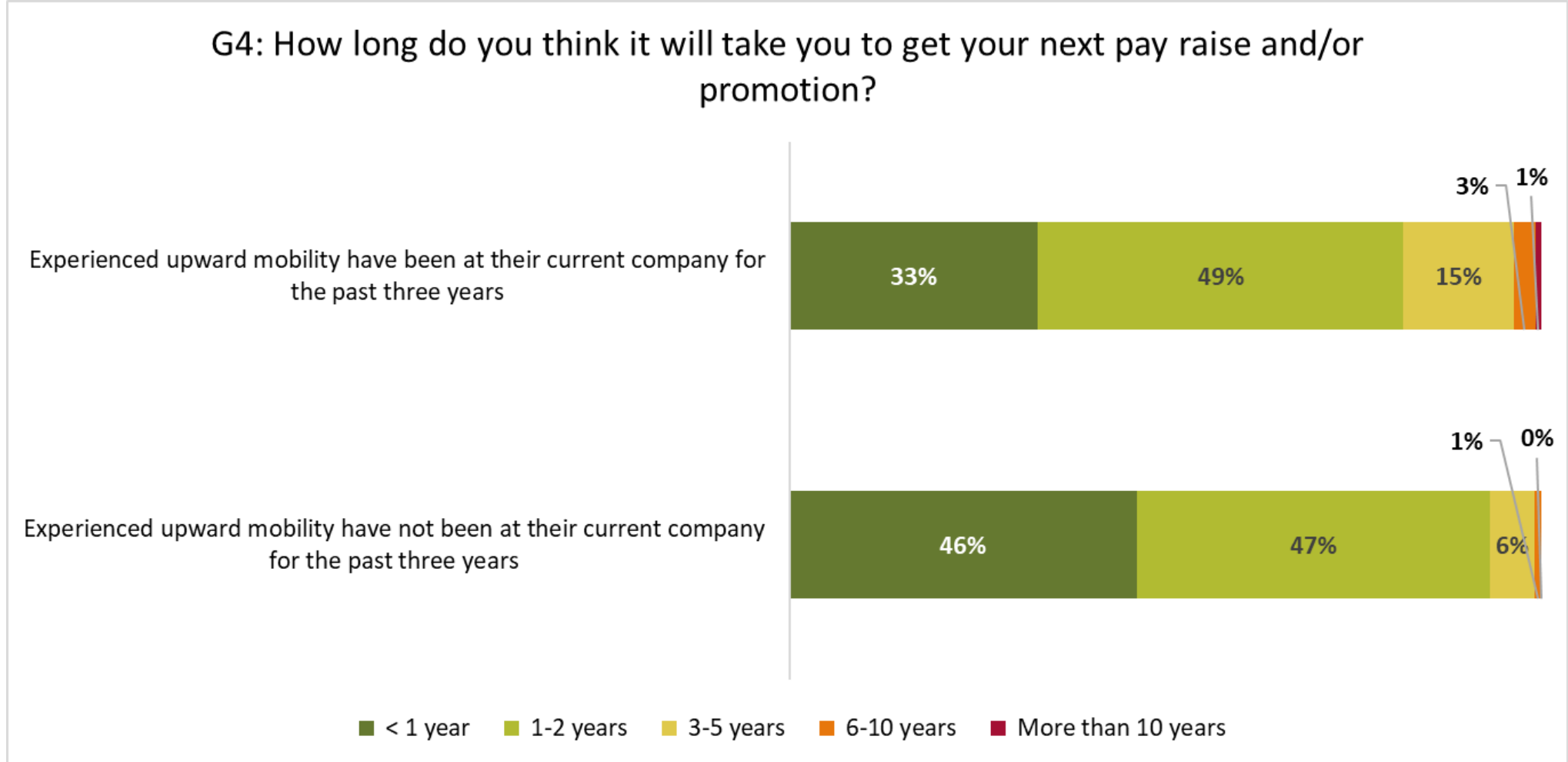
23%

■ Yes ■ No ■ I don't know

Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G4: How long do you think it will take you to get your next pay raise and/or promotion?

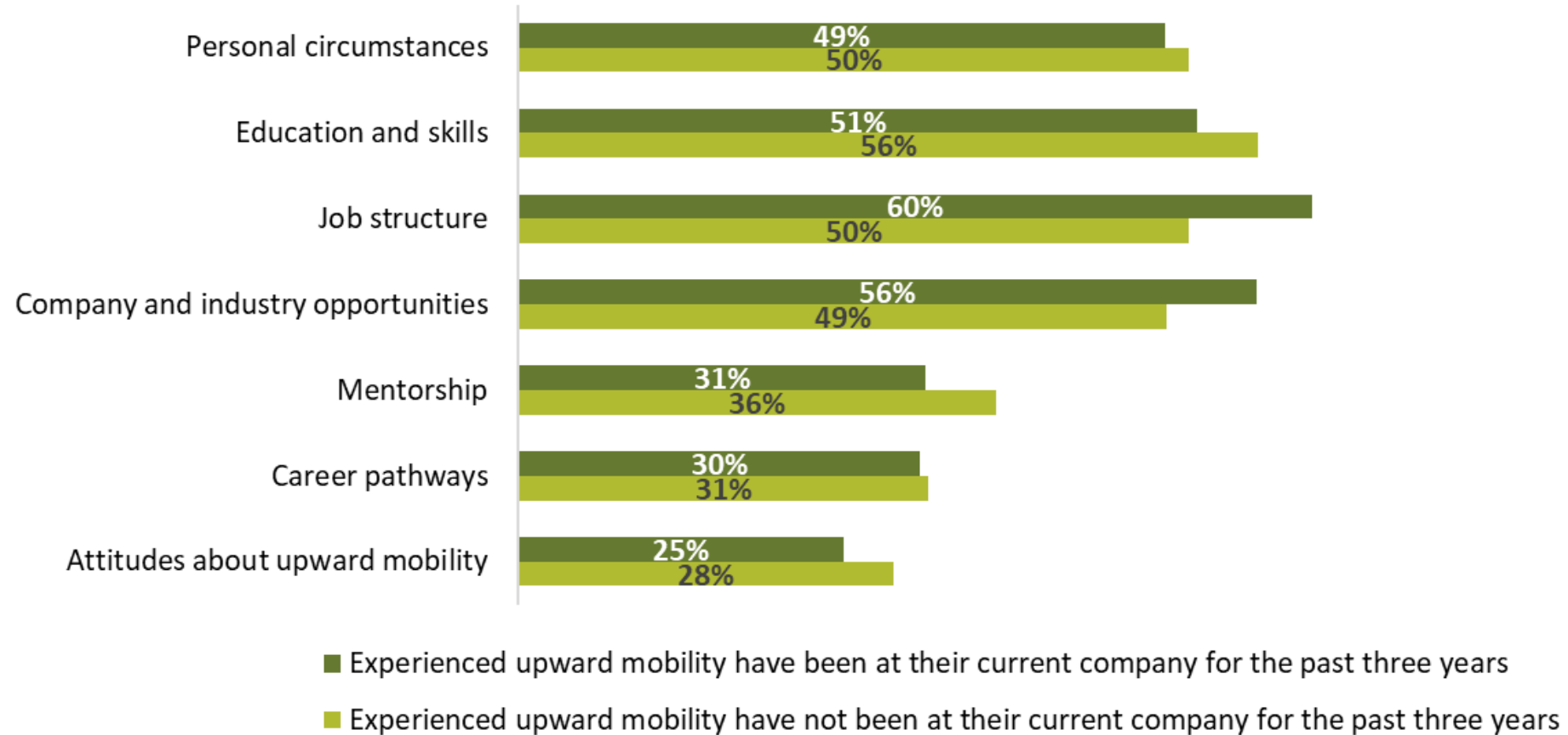


Note: Only respondents who expect upward mobility in the future answered this question.

Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G5: Which three of the following seven categories of contributors do you think will be most helpful to your future upward mobility?

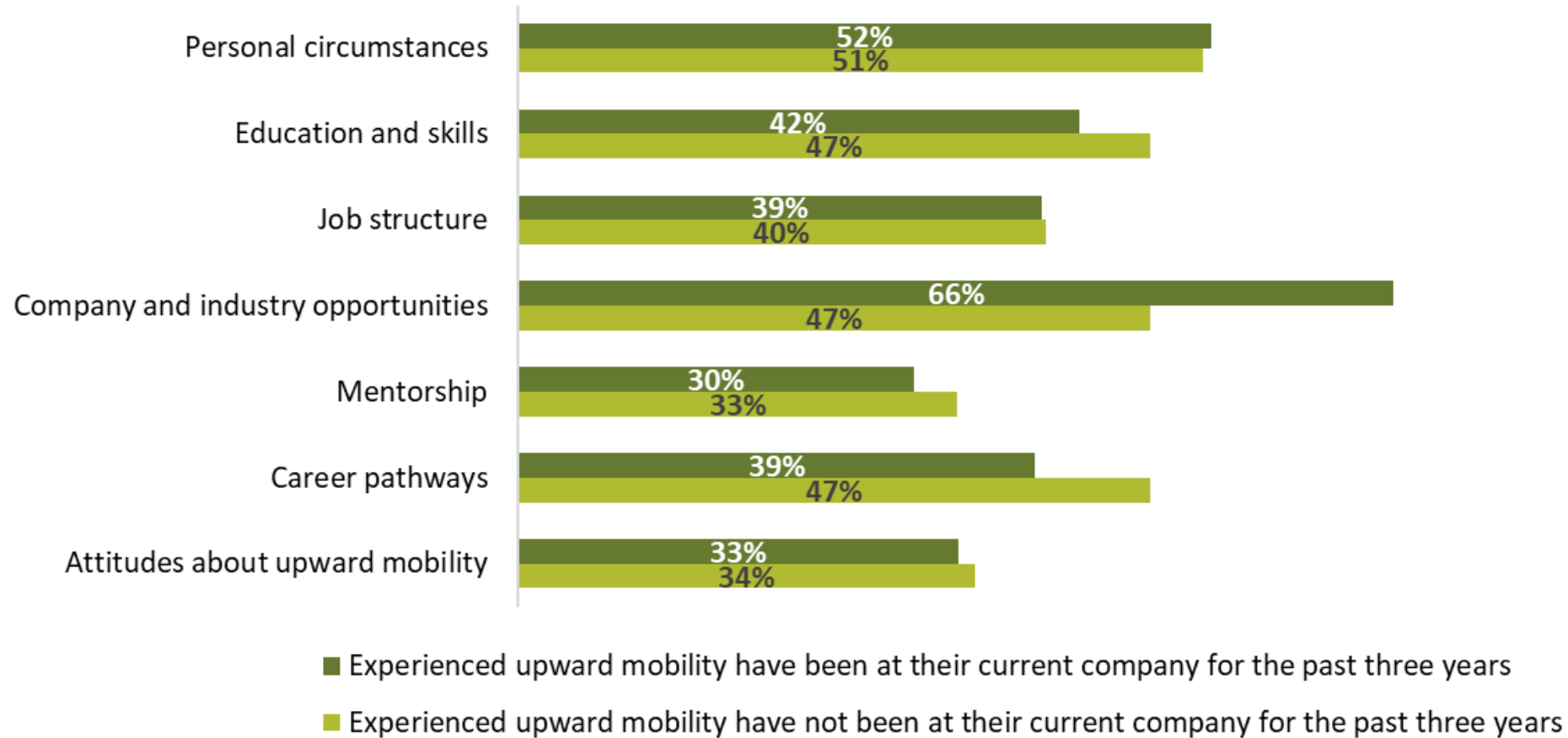


Note: Only respondents who expect upward mobility in the future answered this question.

Section G

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

G8: Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility?



Note: Only respondents who don't know or do not expect upward mobility in the future answered this question.

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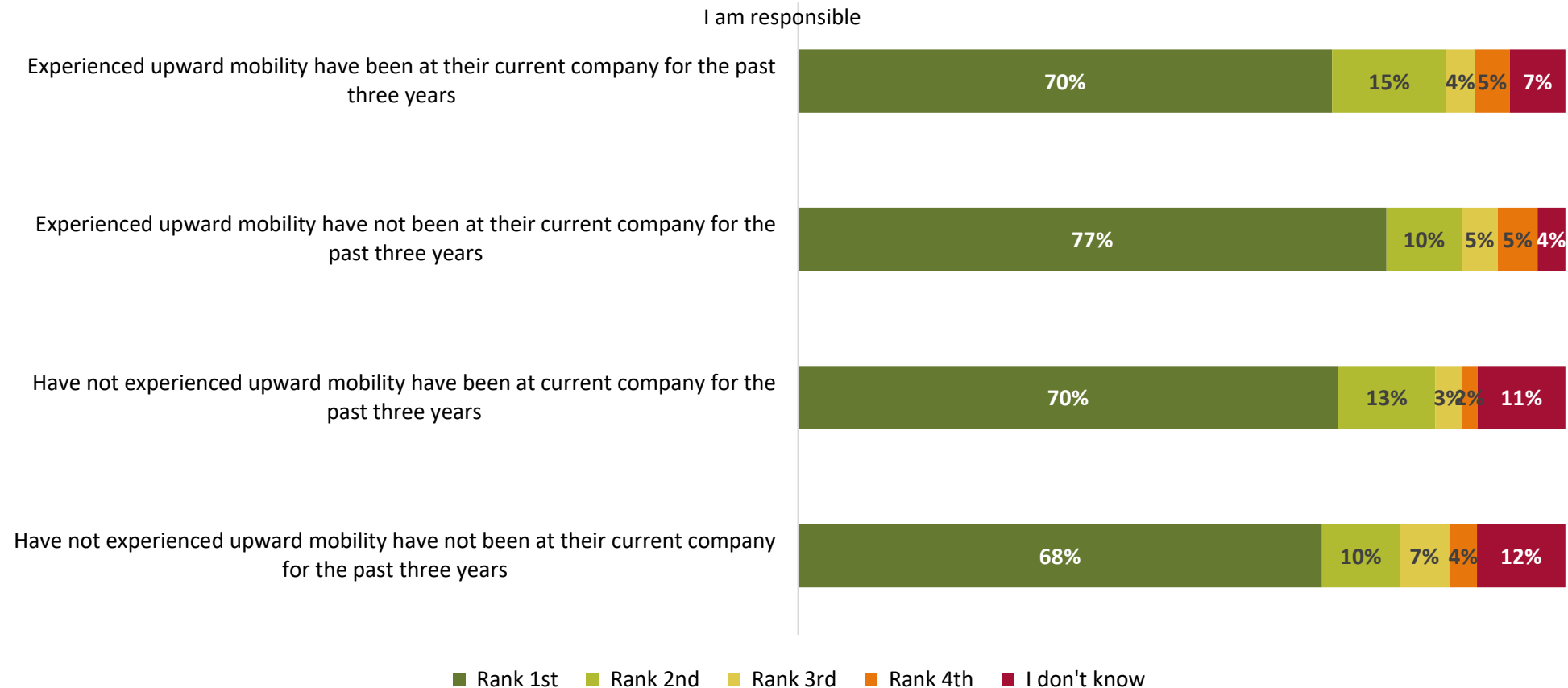
Section H

Your attitudes about upward mobility

Section H

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

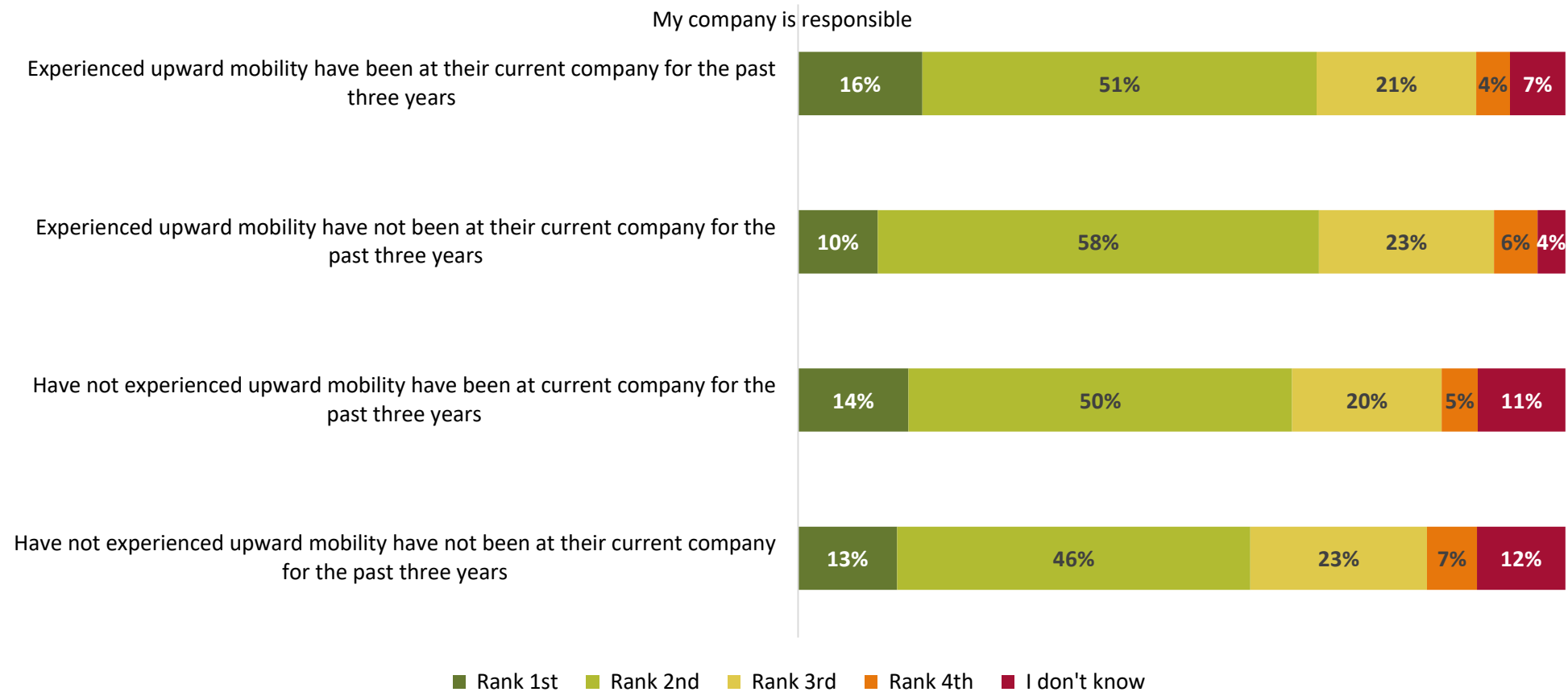
H1: Who is responsible for your overall upward mobility?



Section H

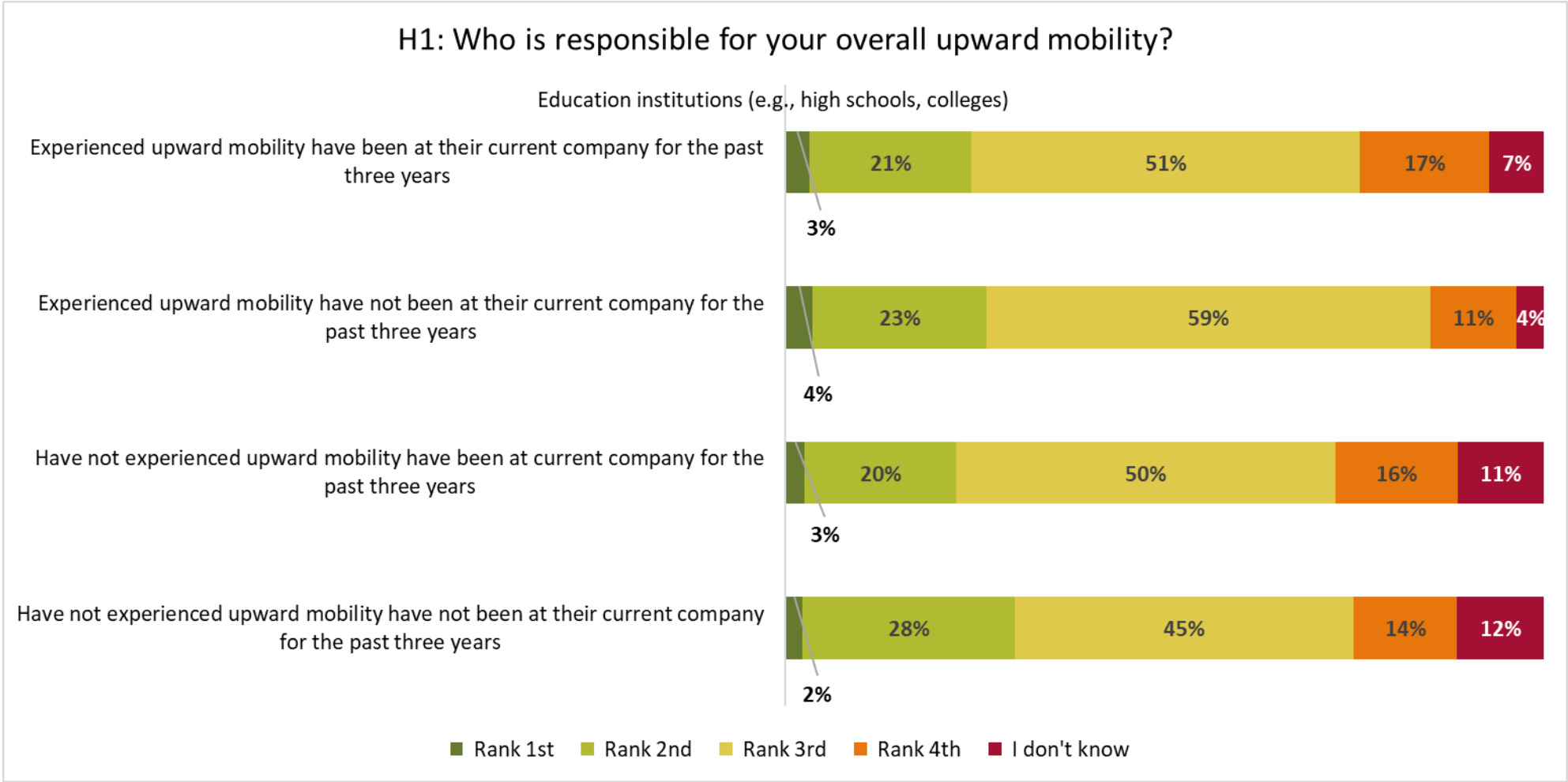
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H1: Who is responsible for your overall upward mobility?



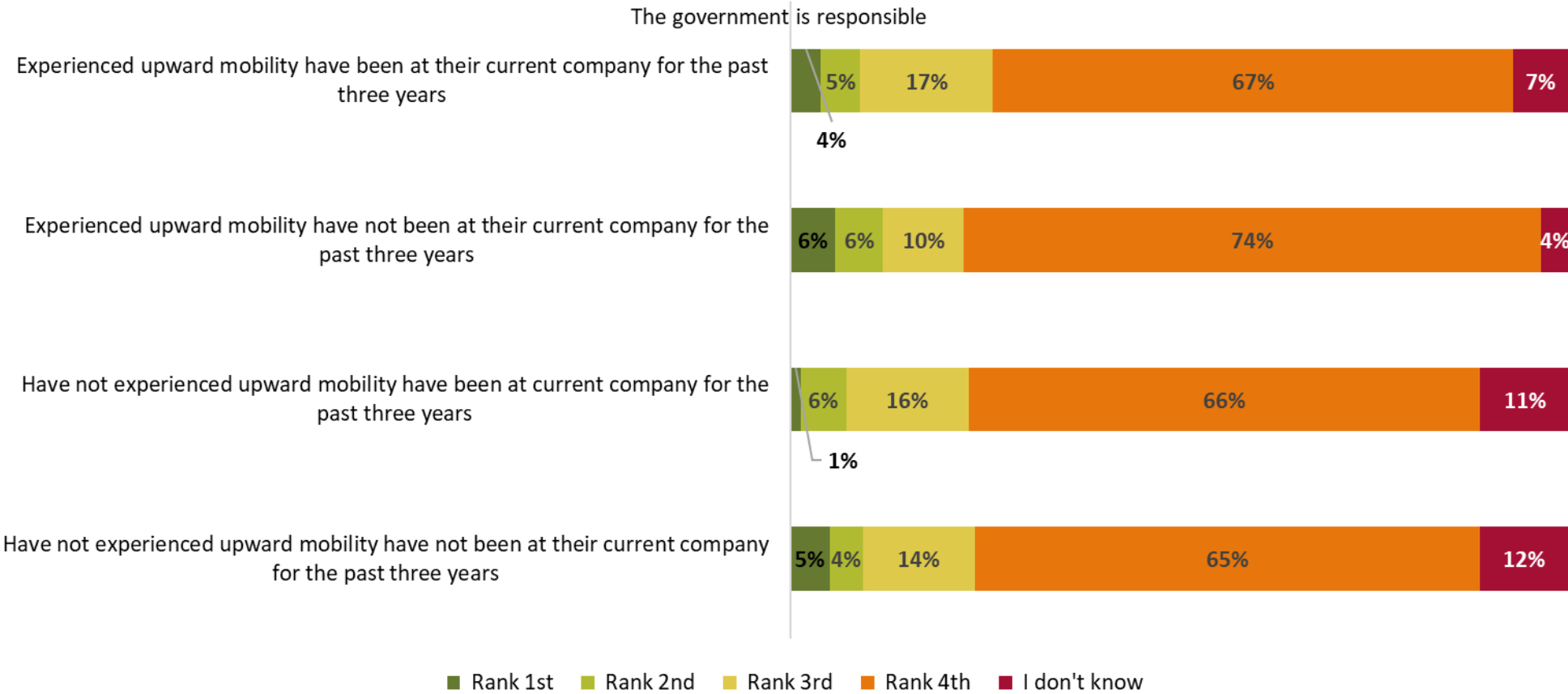
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H1: Who is responsible for your overall upward mobility?

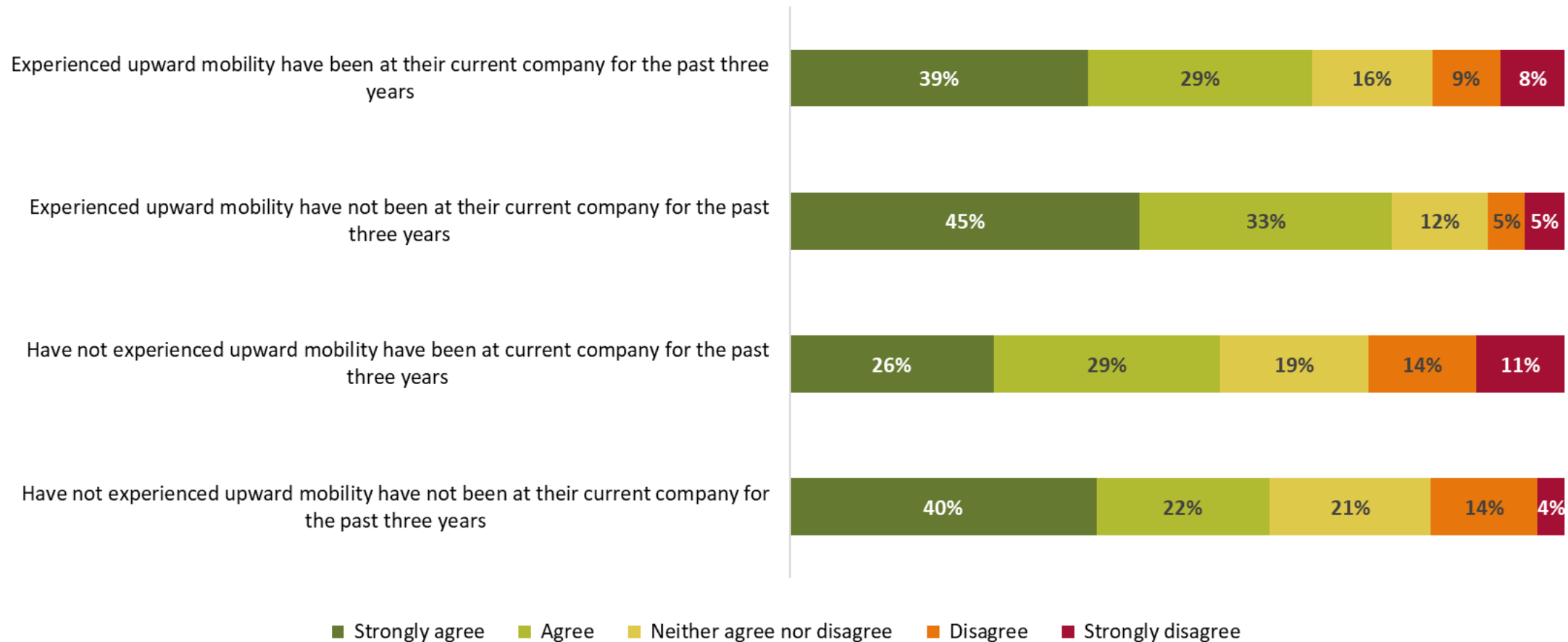


Section H

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I want to move up in my career

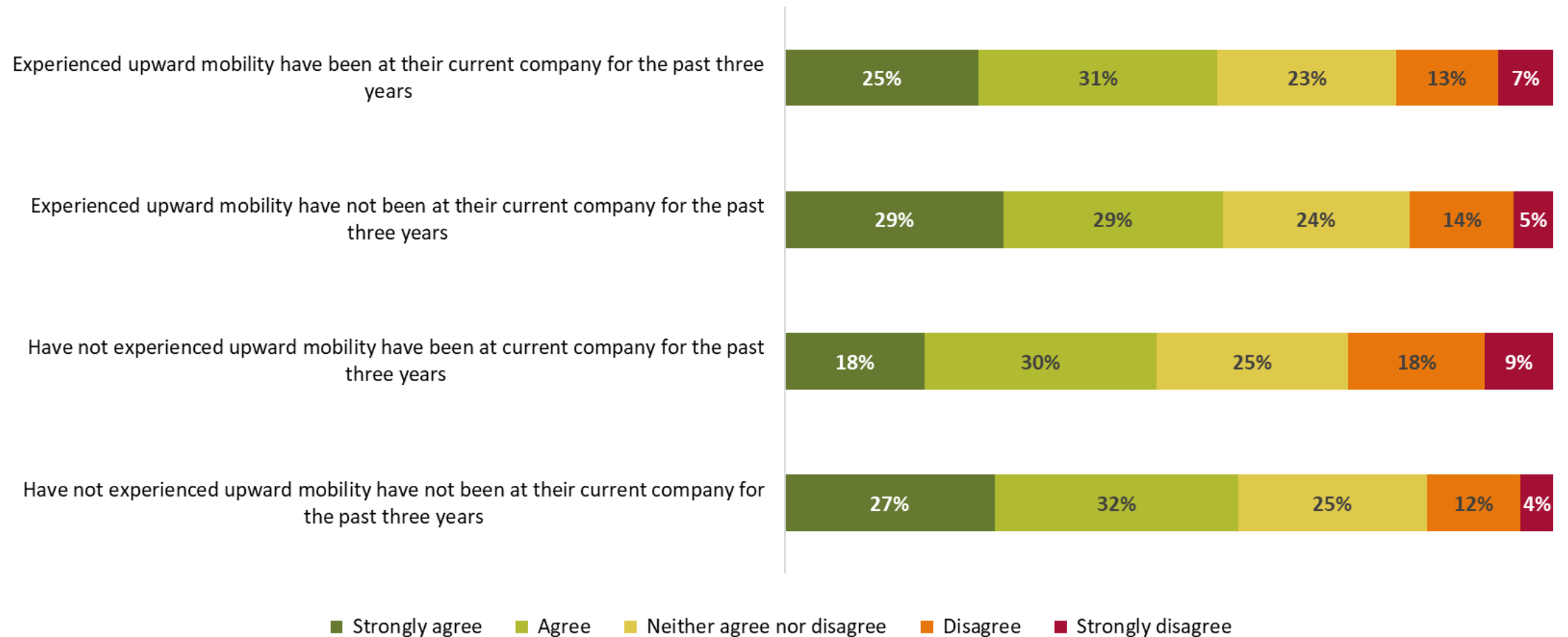


Section H

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

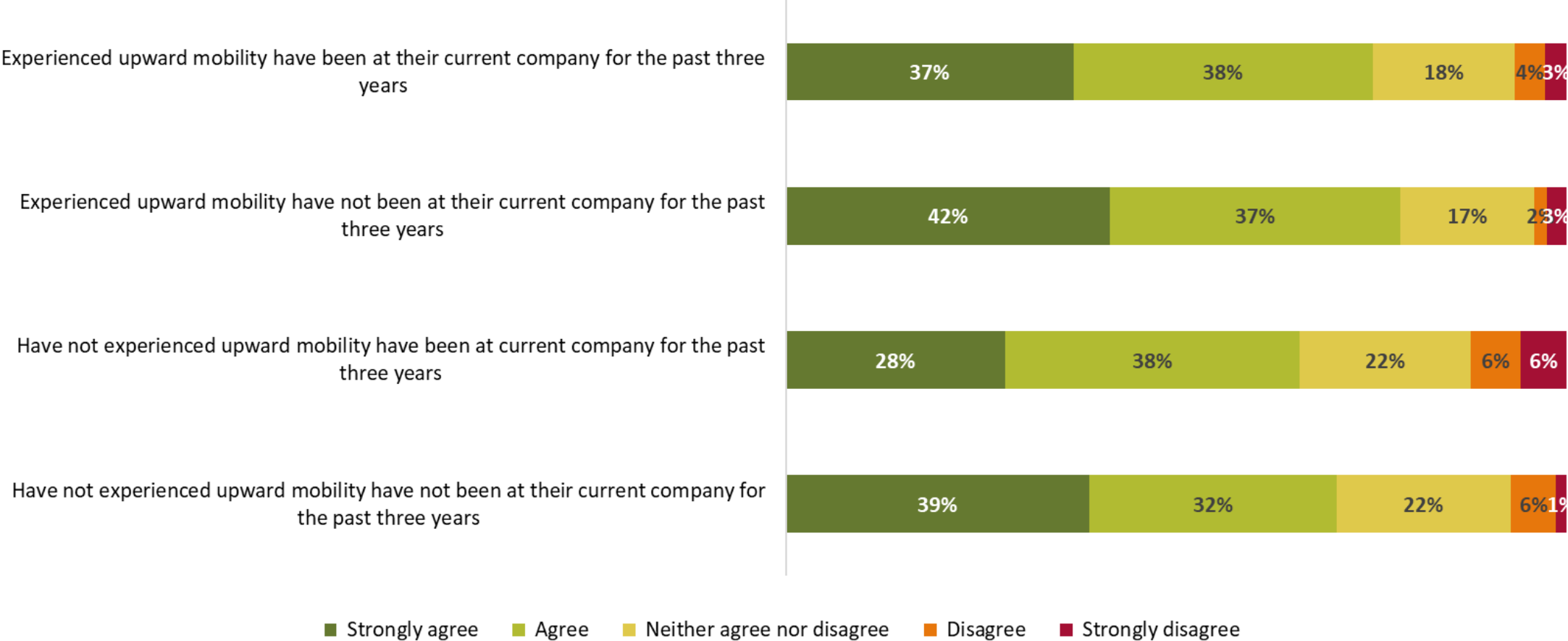
I have the skills to move up but other barriers are preventing me from doing so



Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe I should have the opportunity to move up



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

H2: Please indicate how strongly you agree or disagree with each of the following statements:

I believe all workers should have the opportunity to move up

Experienced upward mobility have been at their current company for the past three years



Experienced upward mobility have not been at their current company for the past three years



Have not experienced upward mobility have been at current company for the past three years



Have not experienced upward mobility have not been at their current company for the past three years



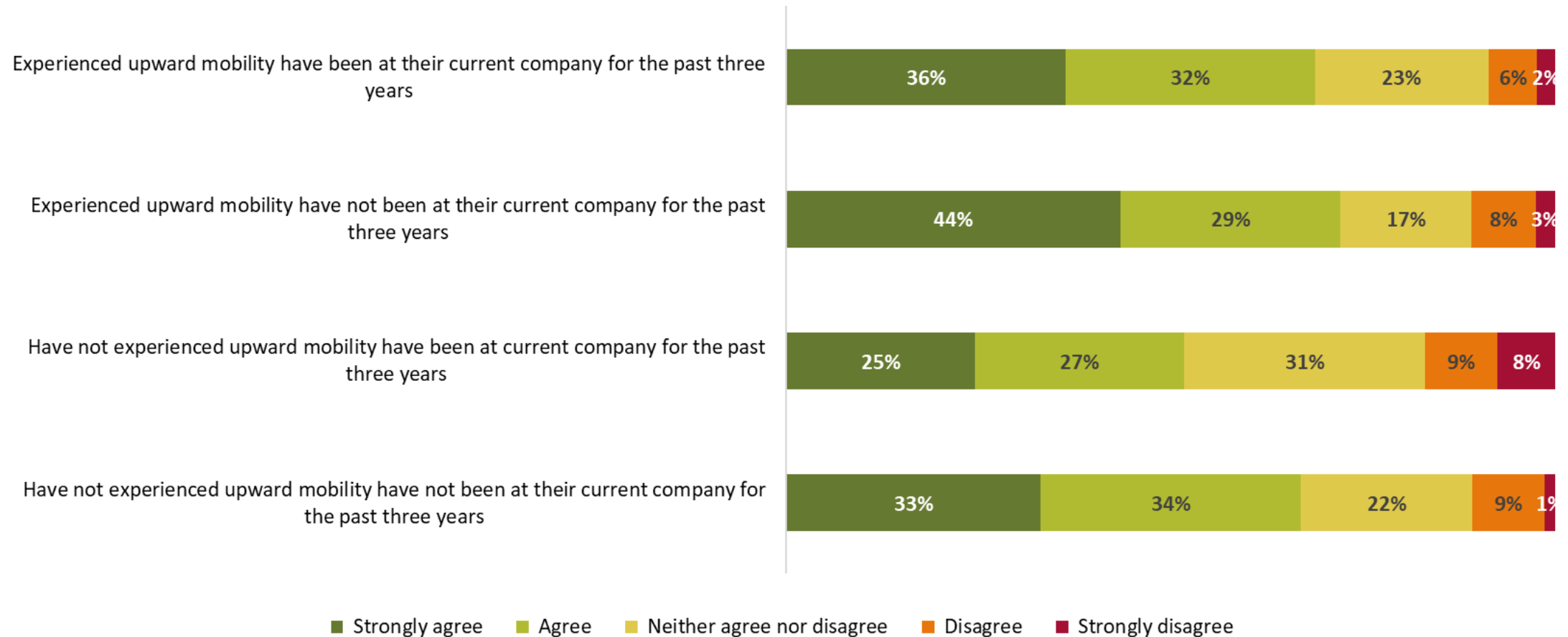
■ Strongly agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly disagree

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

If I work hard, I will be able to move up

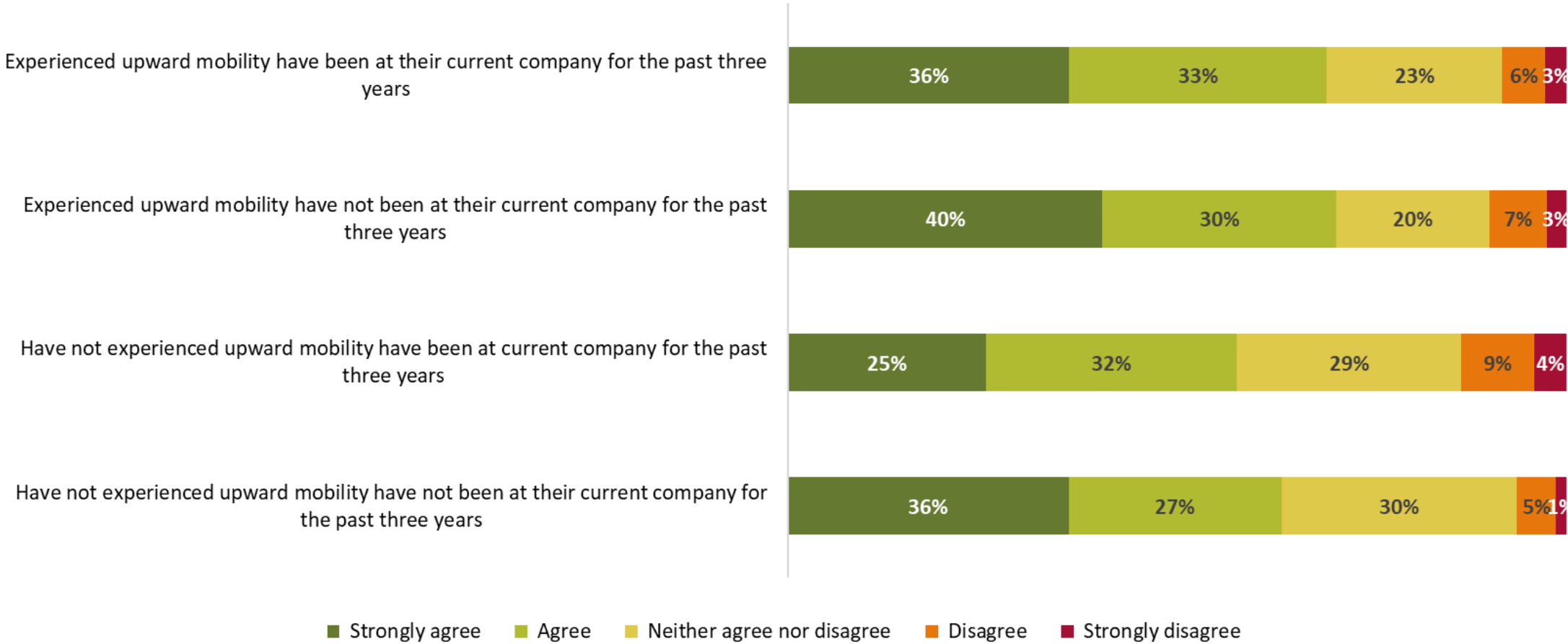


Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

H2: Please indicate how strongly you agree or disagree with each of the following statements:

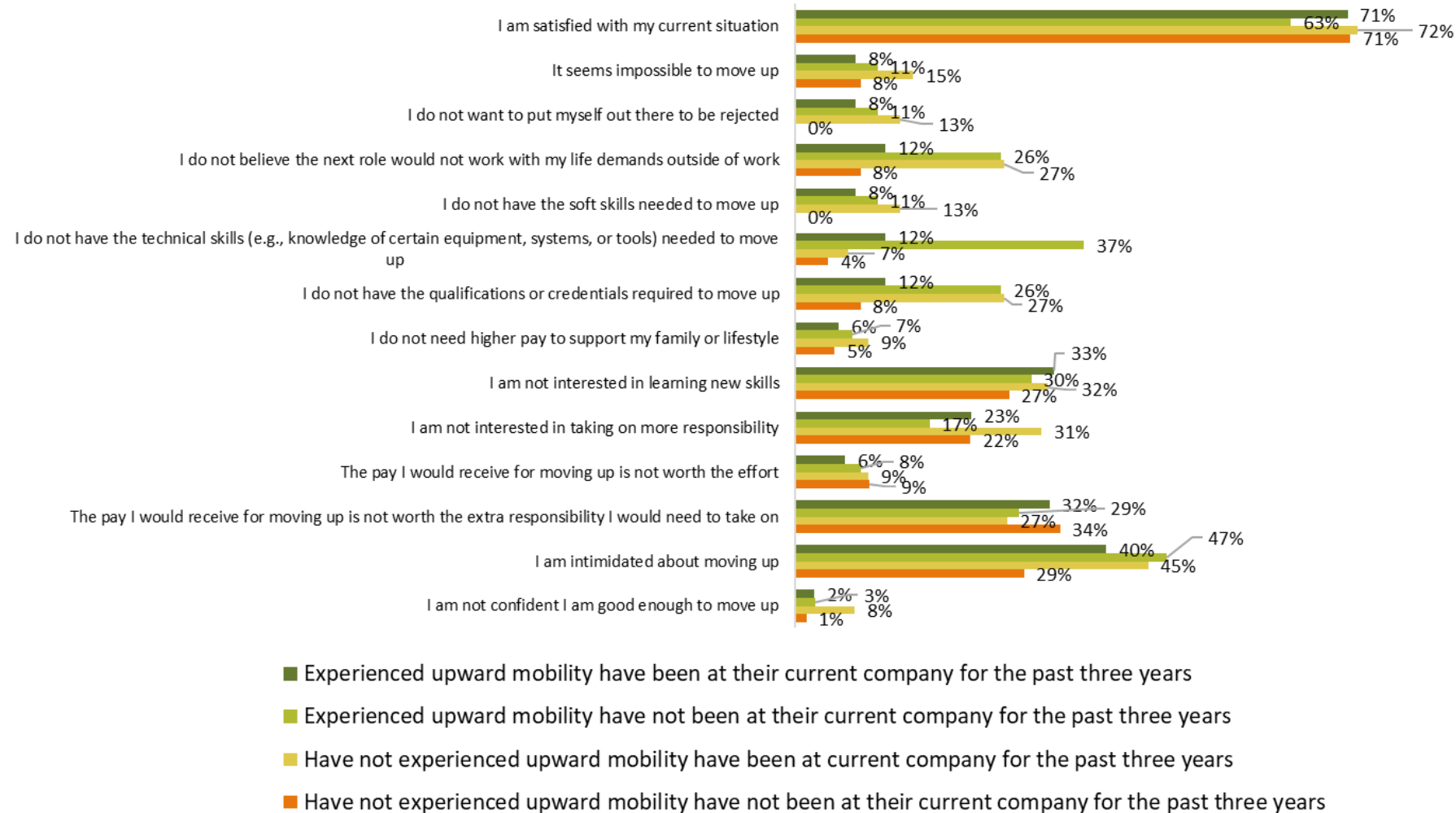
If I know what skills I need to move up and I am able to get the training I need to acquire them, I will be able to move up



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section H

H3: I do not want to move up in my career because:



Note: Only those who do not want to move up in their career – those who answered “strongly disagree” or “disagree” in previous question “I want to move up in my career” – answered this question



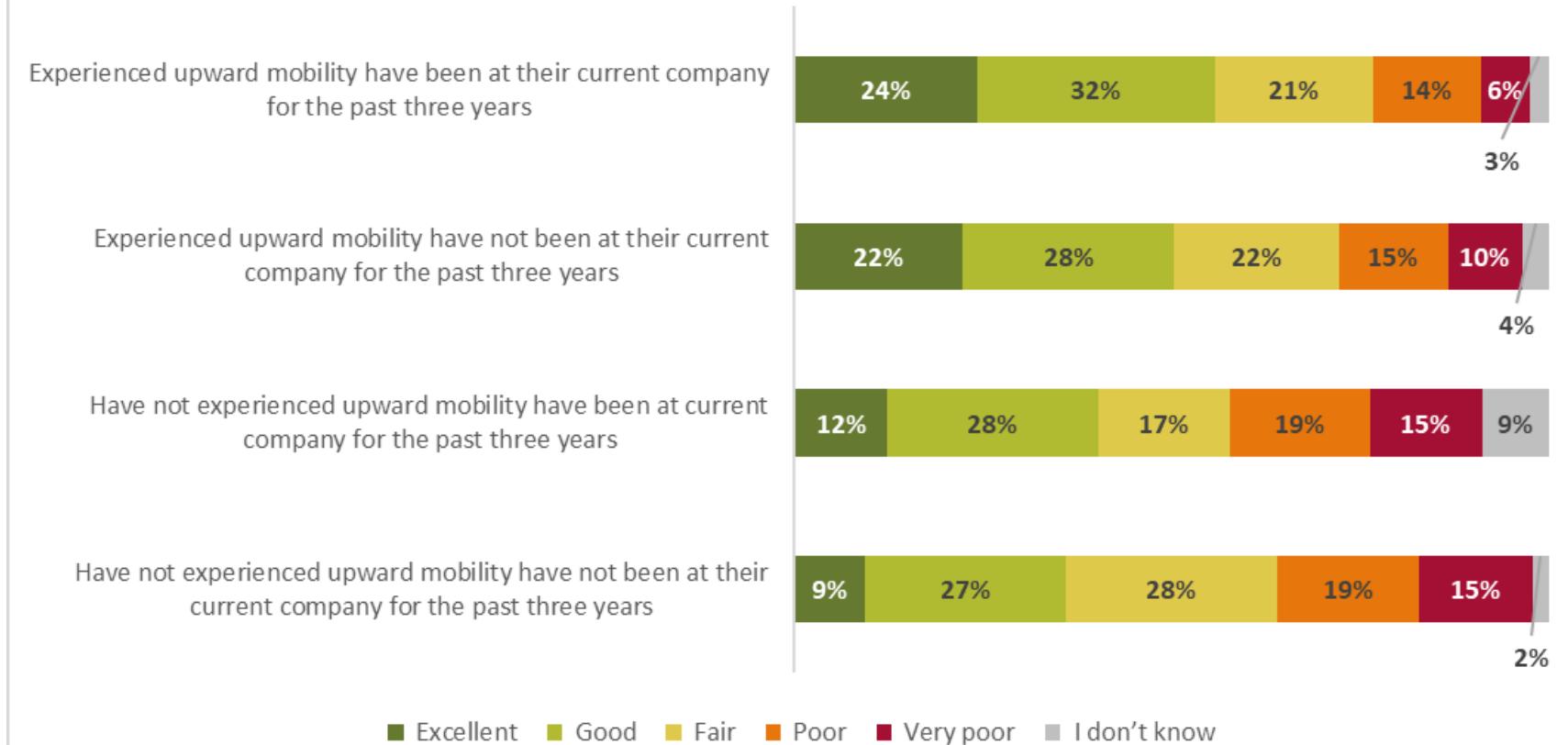
Section I

Final thoughts

Section I

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

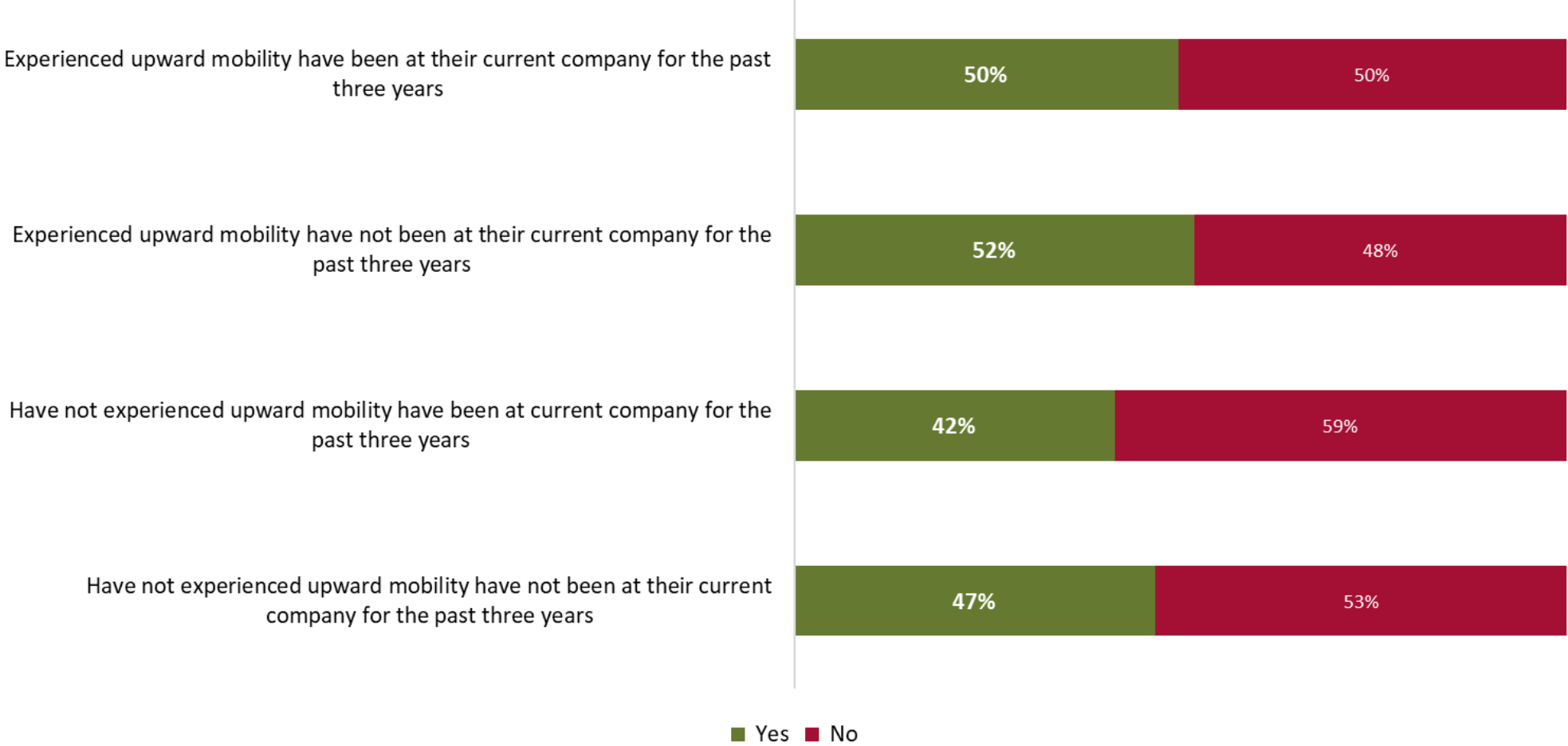
I1: How would you grade your current company's performance in increasing the upward mobility of workers at your pay level?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

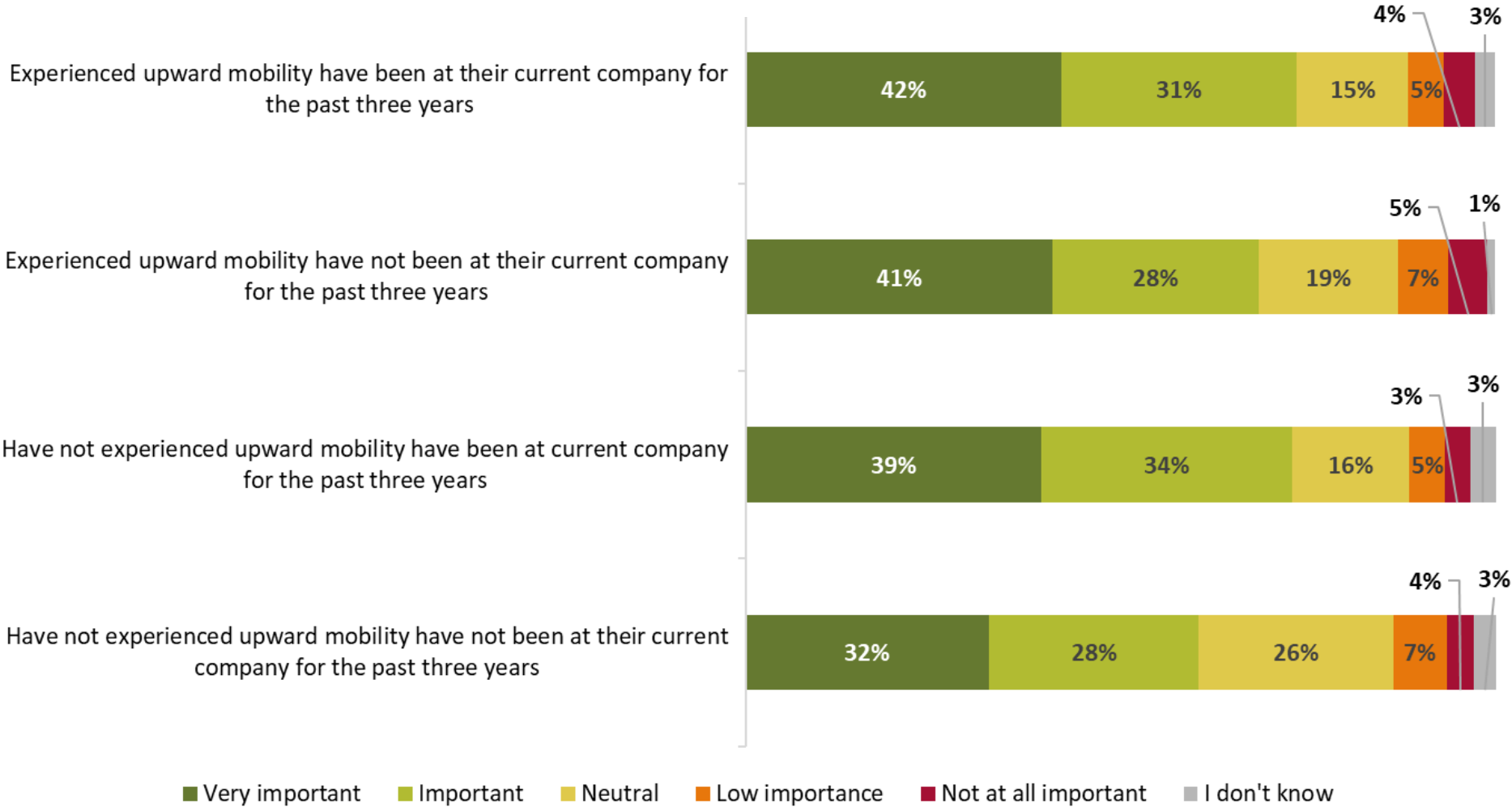
12new: Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

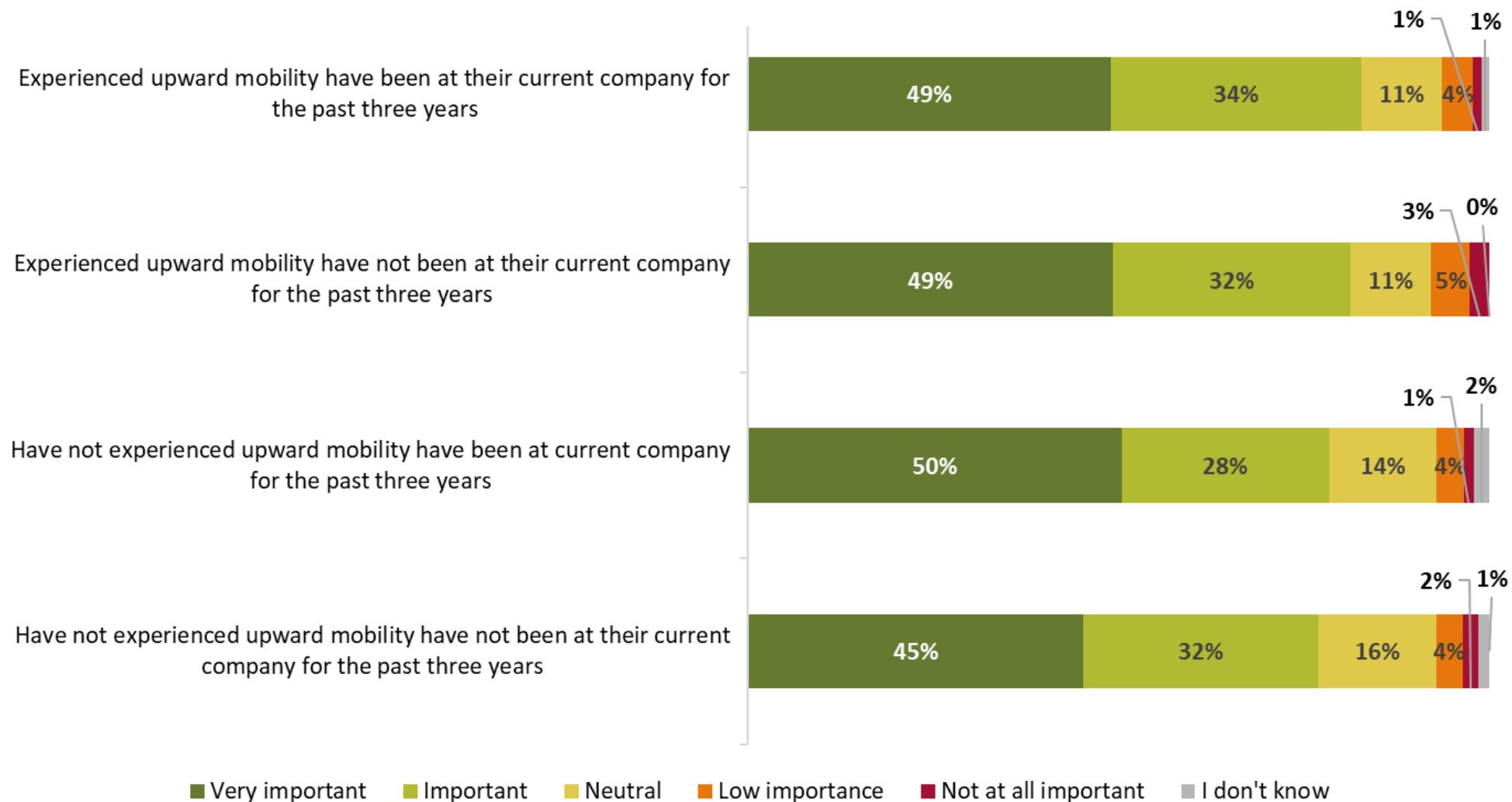
I2: Please rate how important the following factors would be to you if you were to search for another job:
Control over work location



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

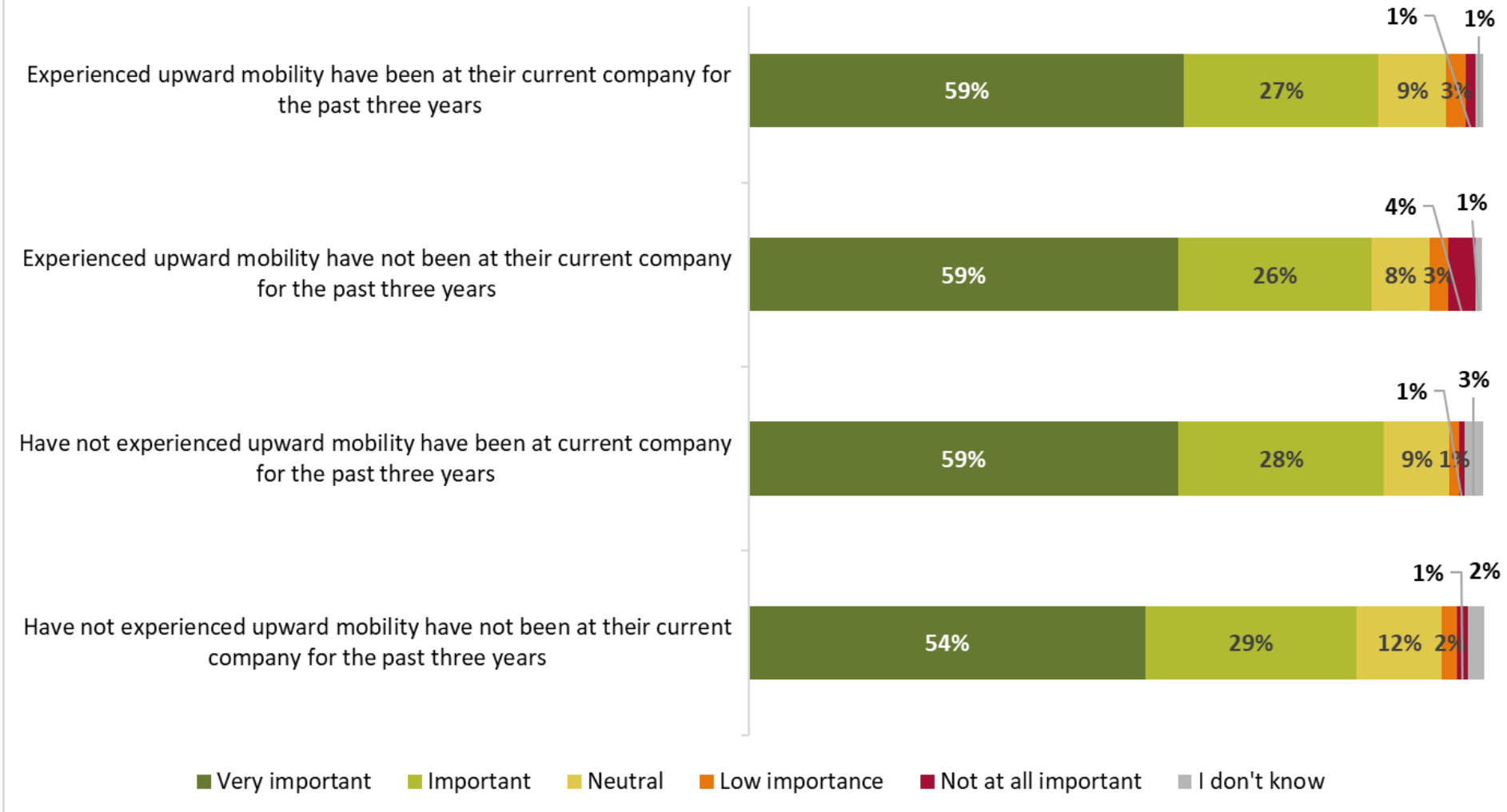
I2: Please rate how important the following factors would be to you if you were to search for another job
Convenient to get to work location



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

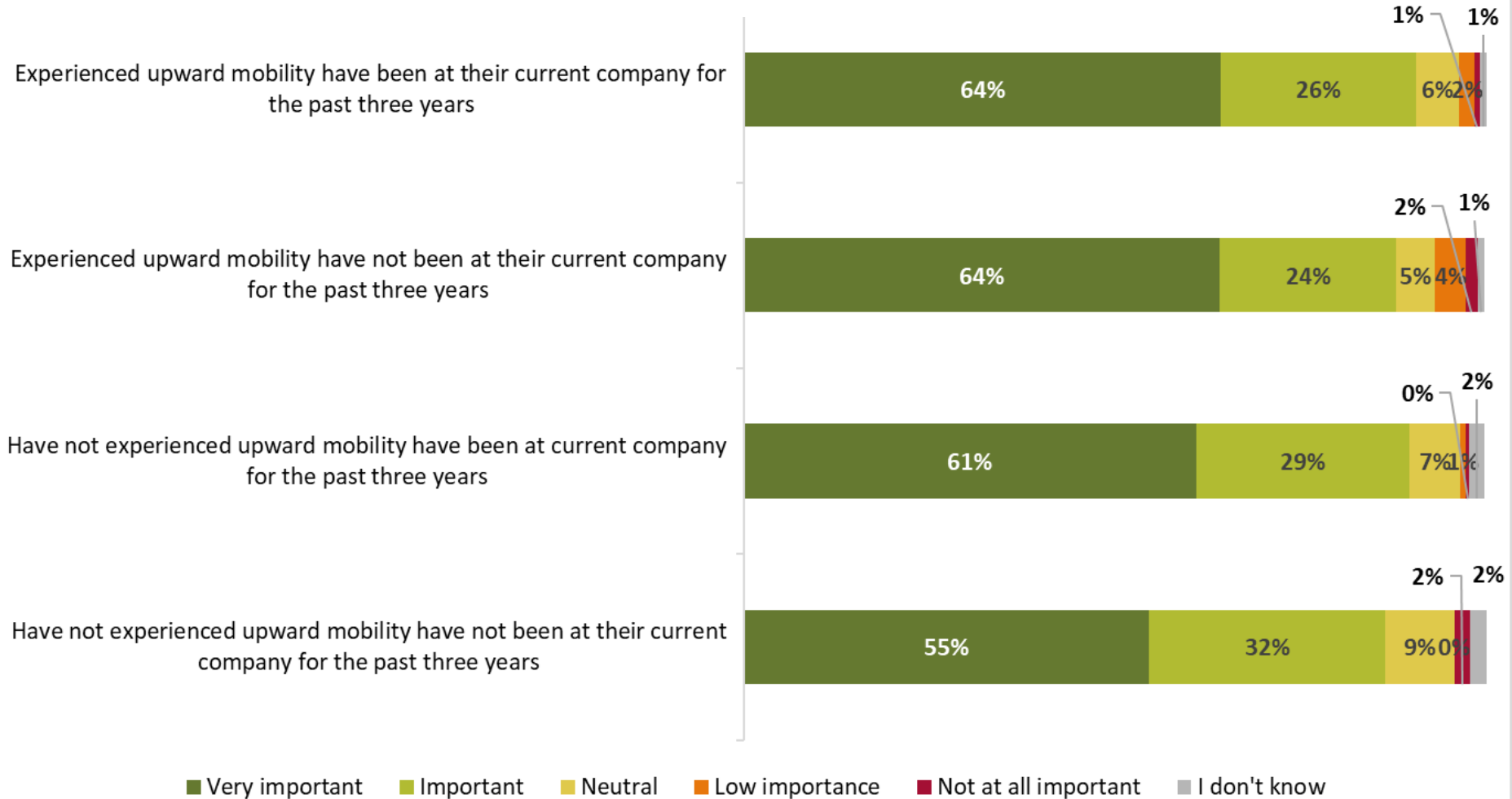
12: Please rate how important the following factors would be to you if you were to search for another job
 Level of pay



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

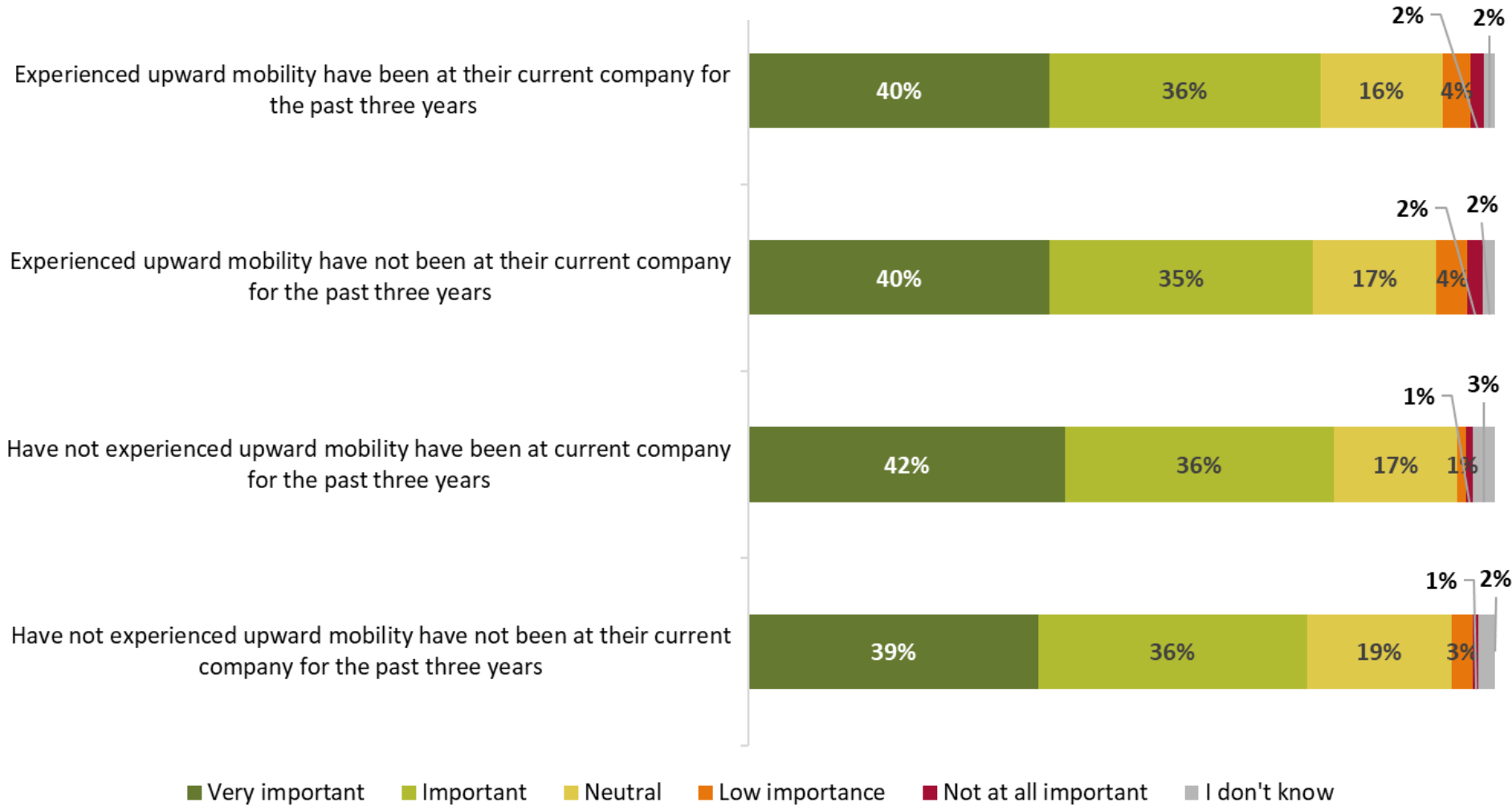
I2: Please rate how important the following factors would be to you if you were to search for another job
Stable and predictable pay



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

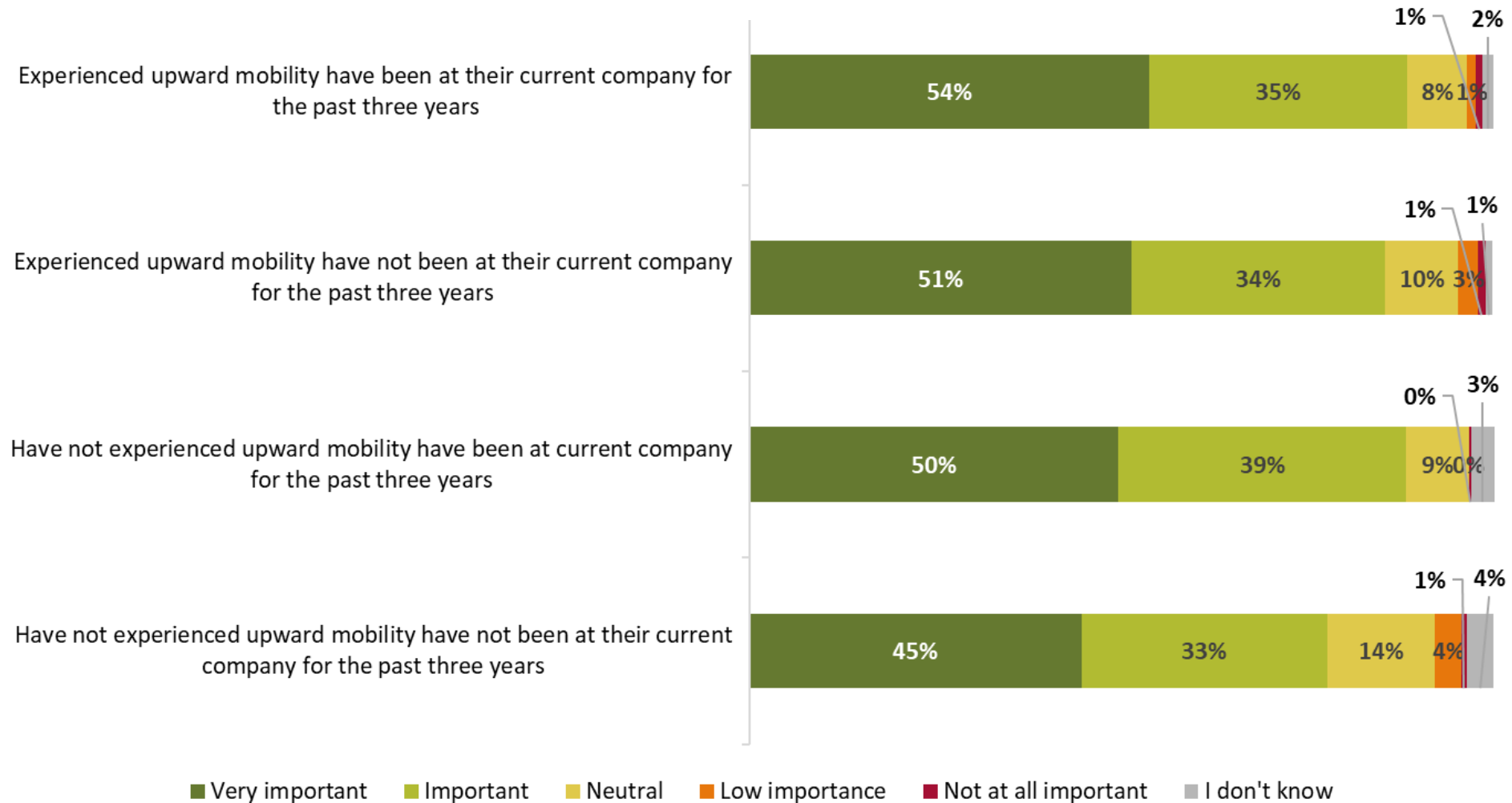
12: Please rate how important the following factors would be to you if you were to search for another job
Control over hours



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

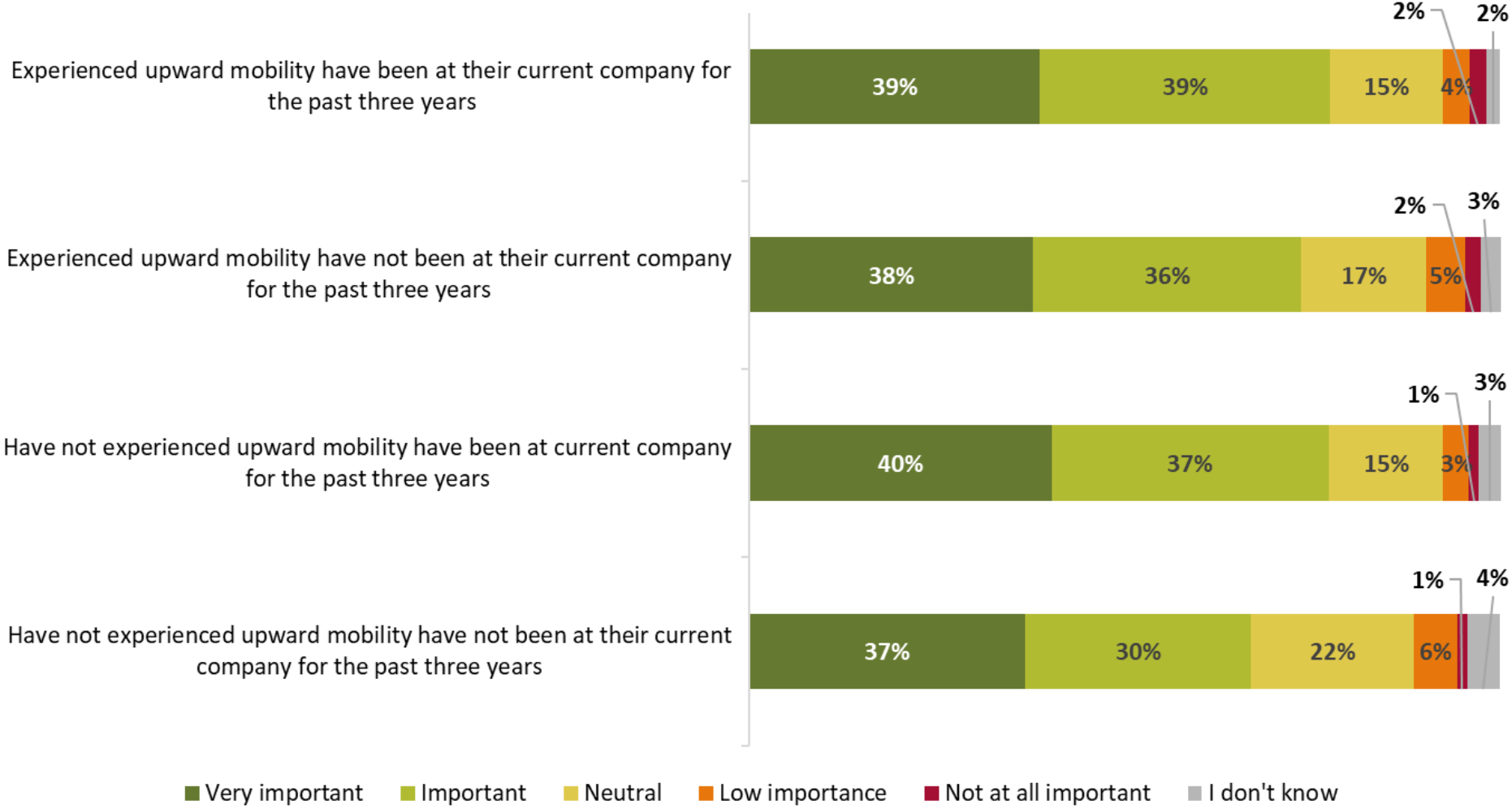
I2: Please rate how important the following factors would be to you if you were to search for another job
Stable and predictable hours



Section I

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

I2: Please rate how important the following factors would be to you if you were to search for another job
Flexible sick time policy



Section I

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

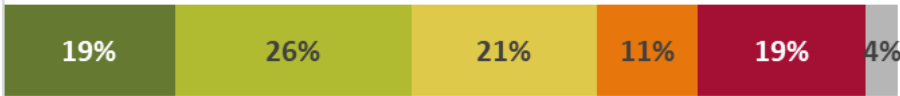
I2: Please rate how important the following factors would be to you if you were to search for another job

Caregiving assistance benefit

Experienced upward mobility have been at their current company for the past three years



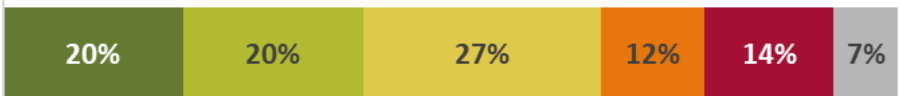
Experienced upward mobility have not been at their current company for the past three years



Have not experienced upward mobility have been at current company for the past three years



Have not experienced upward mobility have not been at their current company for the past three years

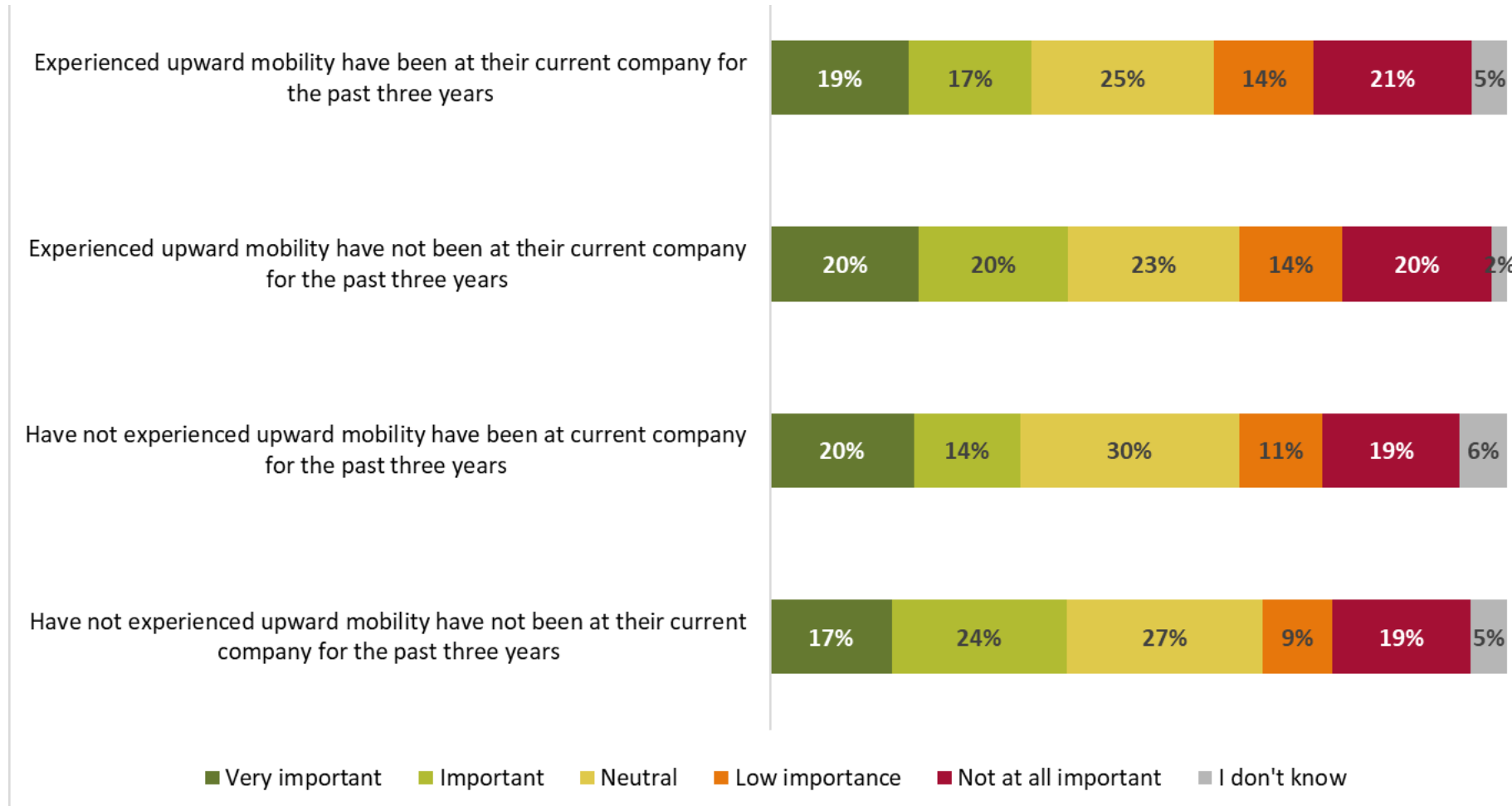


Very important | Important | Neutral | Low importance | Not at all important | I don't know

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

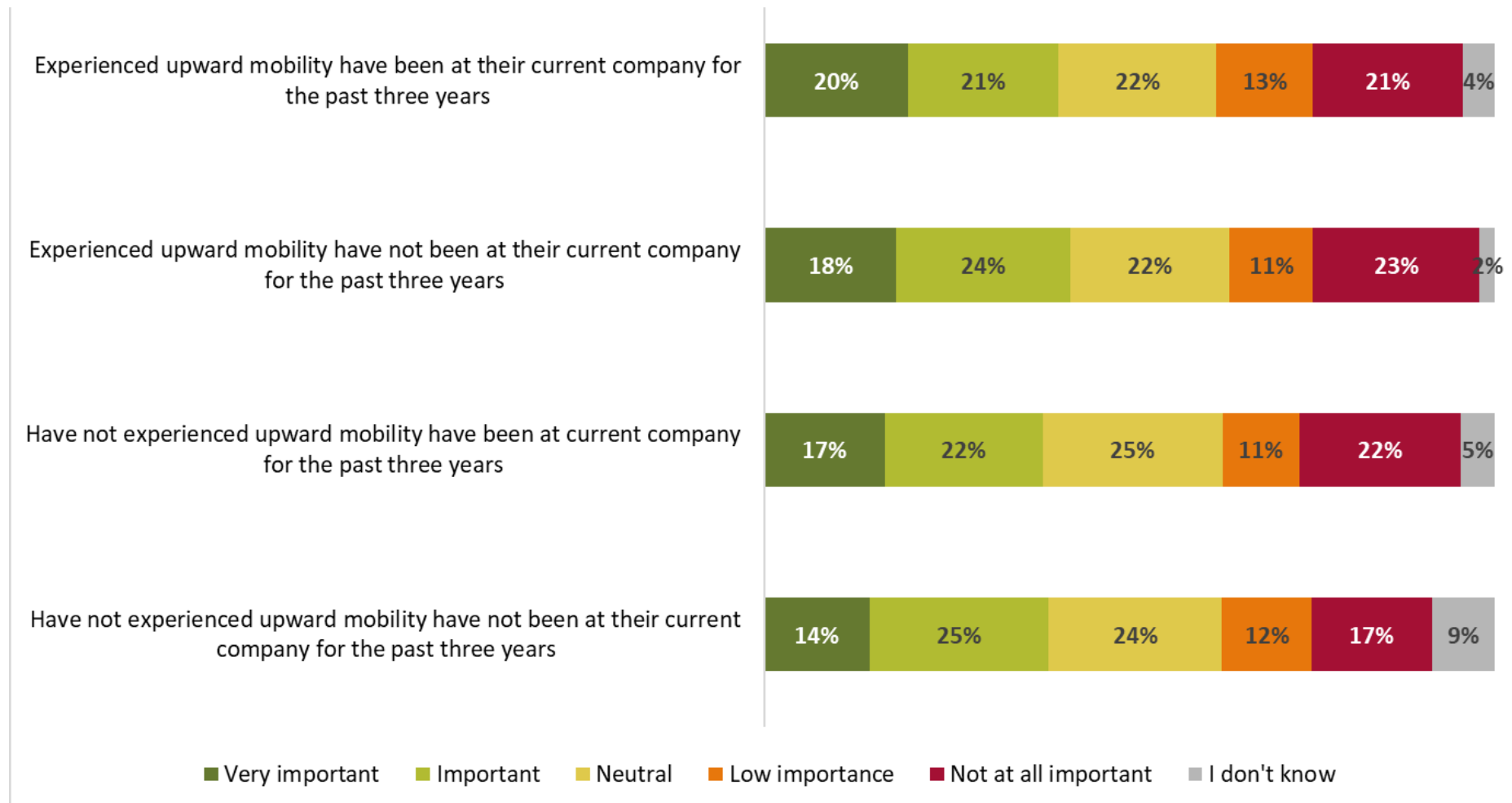
I2: Please rate how important the following factors would be to you if you were to search for another job Transportation assistance benefit



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

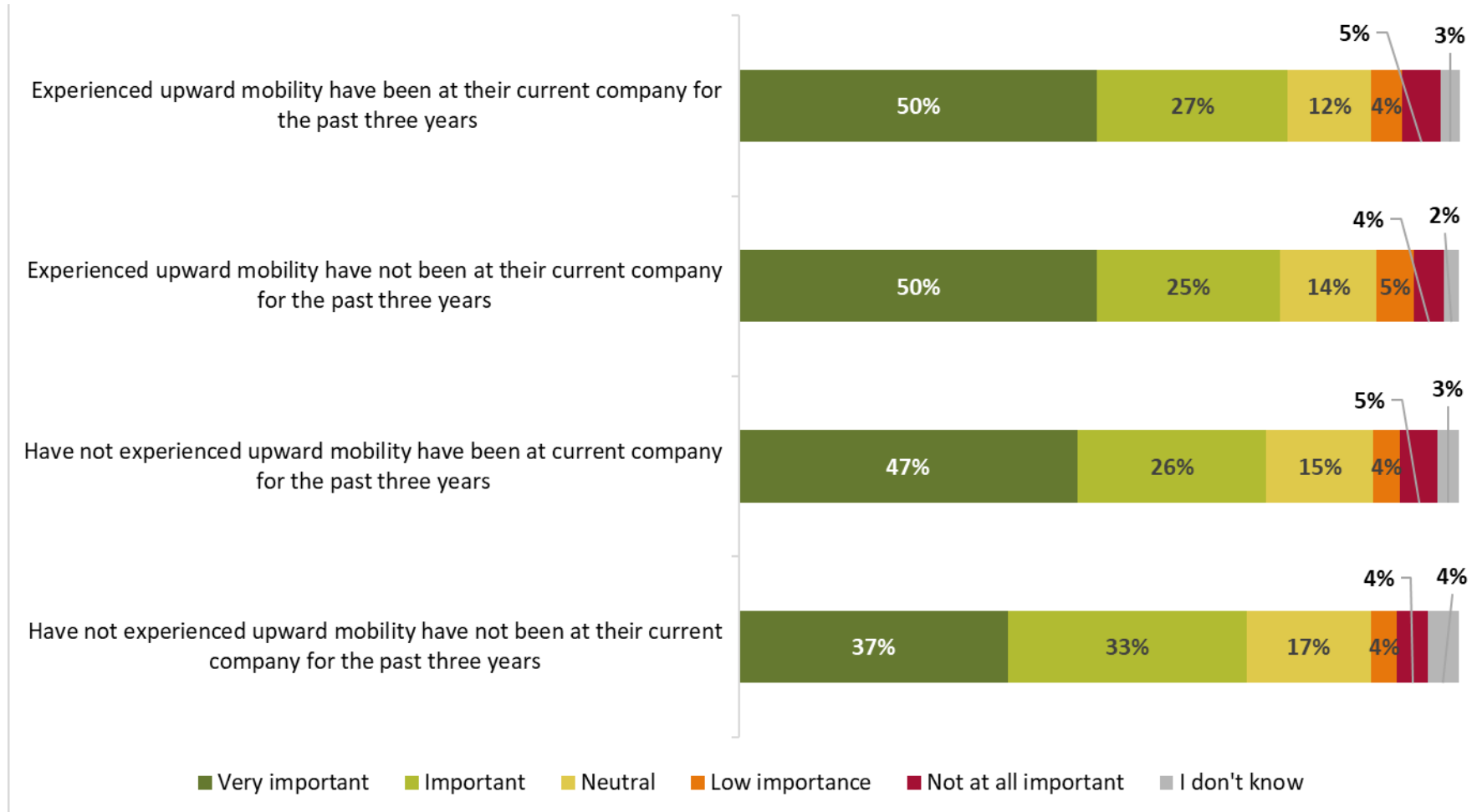
I2: Please rate how important the following factors would be to you if you were to search for another job
Tuition benefits



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

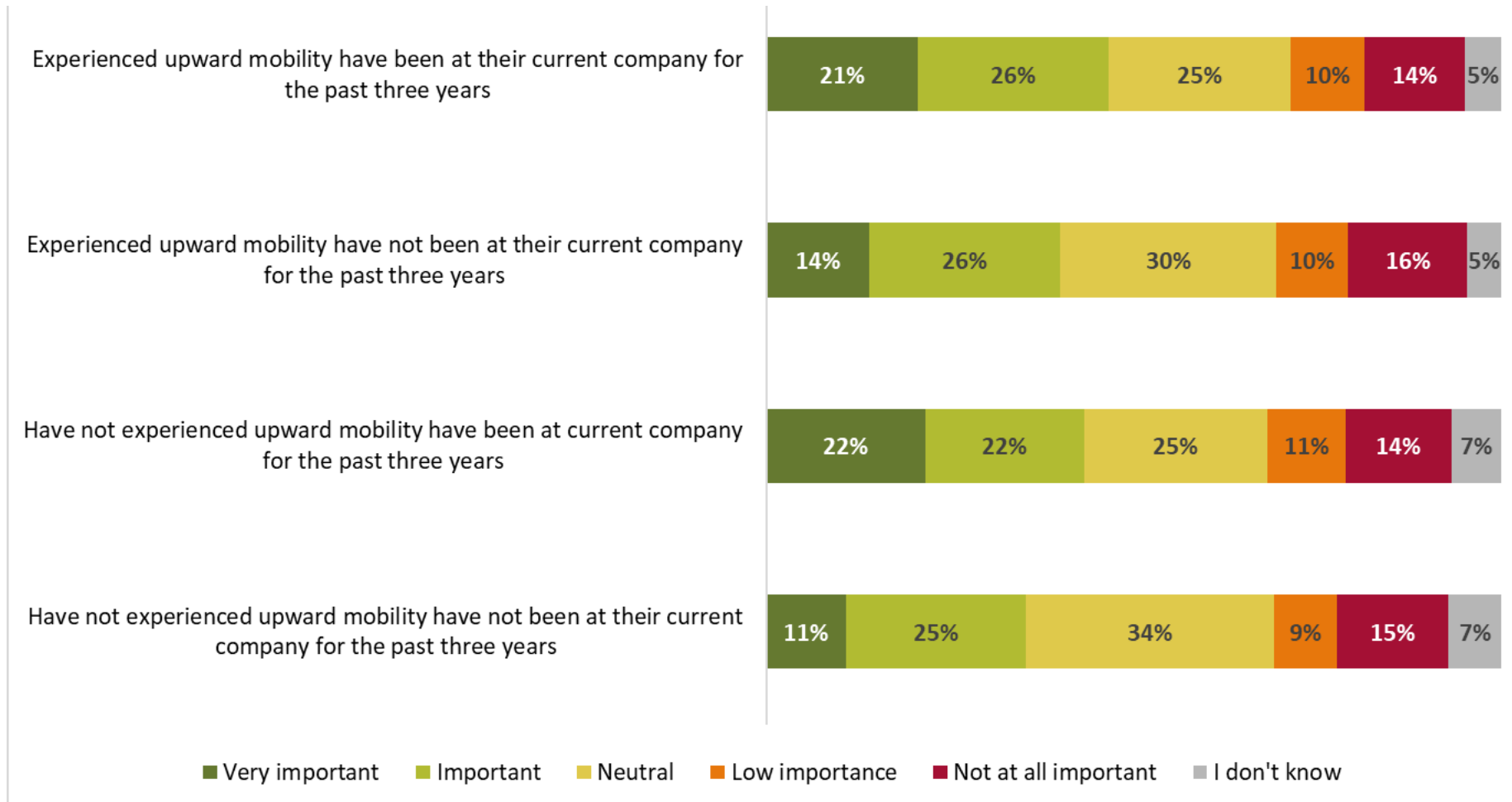
I2: Please rate how important the following factors would be to you if you were to search for another job
 Other company benefits (e.g., healthcare benefits)



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

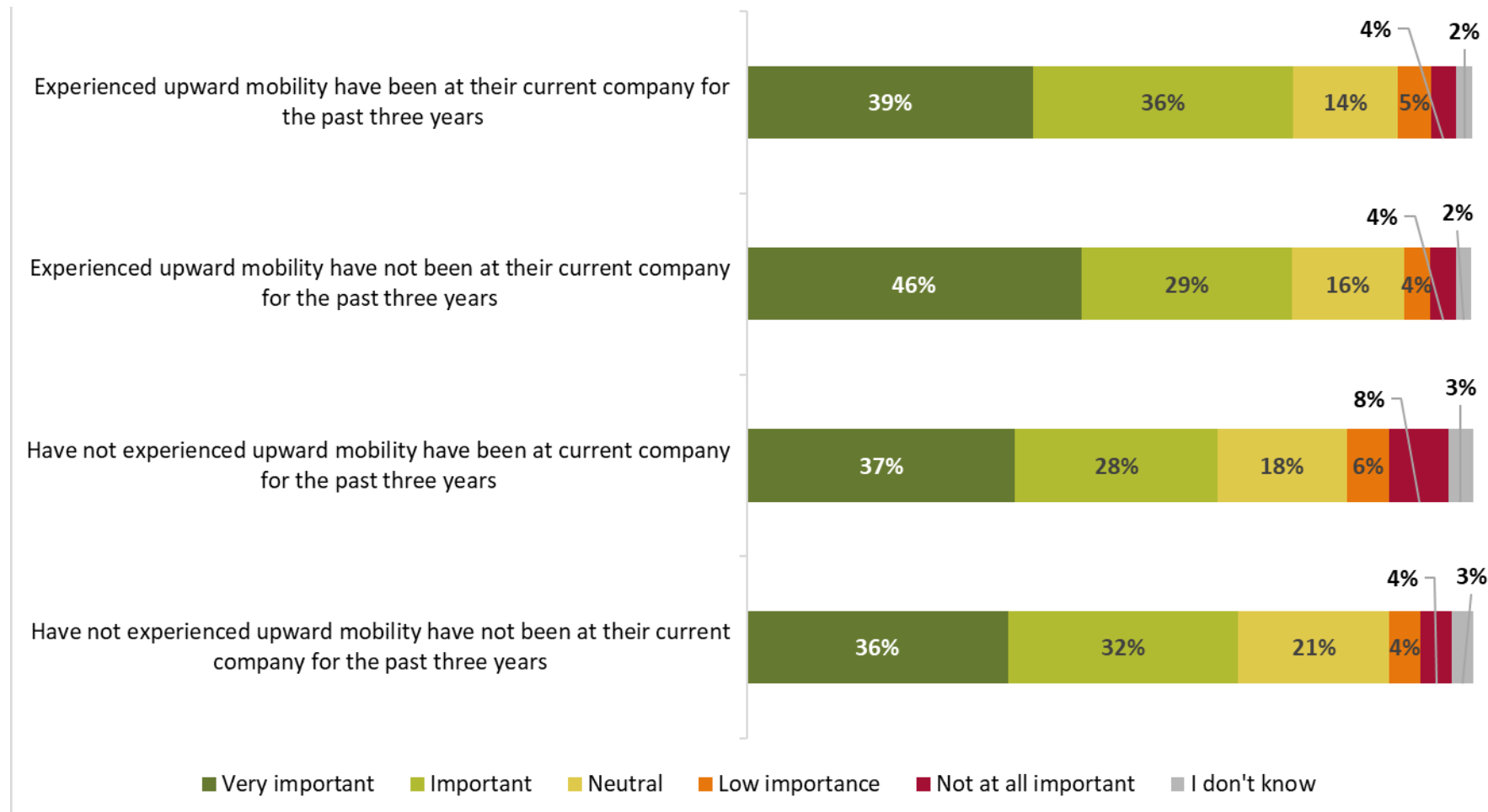
I2: Please rate how important the following factors would be to you if you were to search for another job
Worker stock options program or other worker ownership structure



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

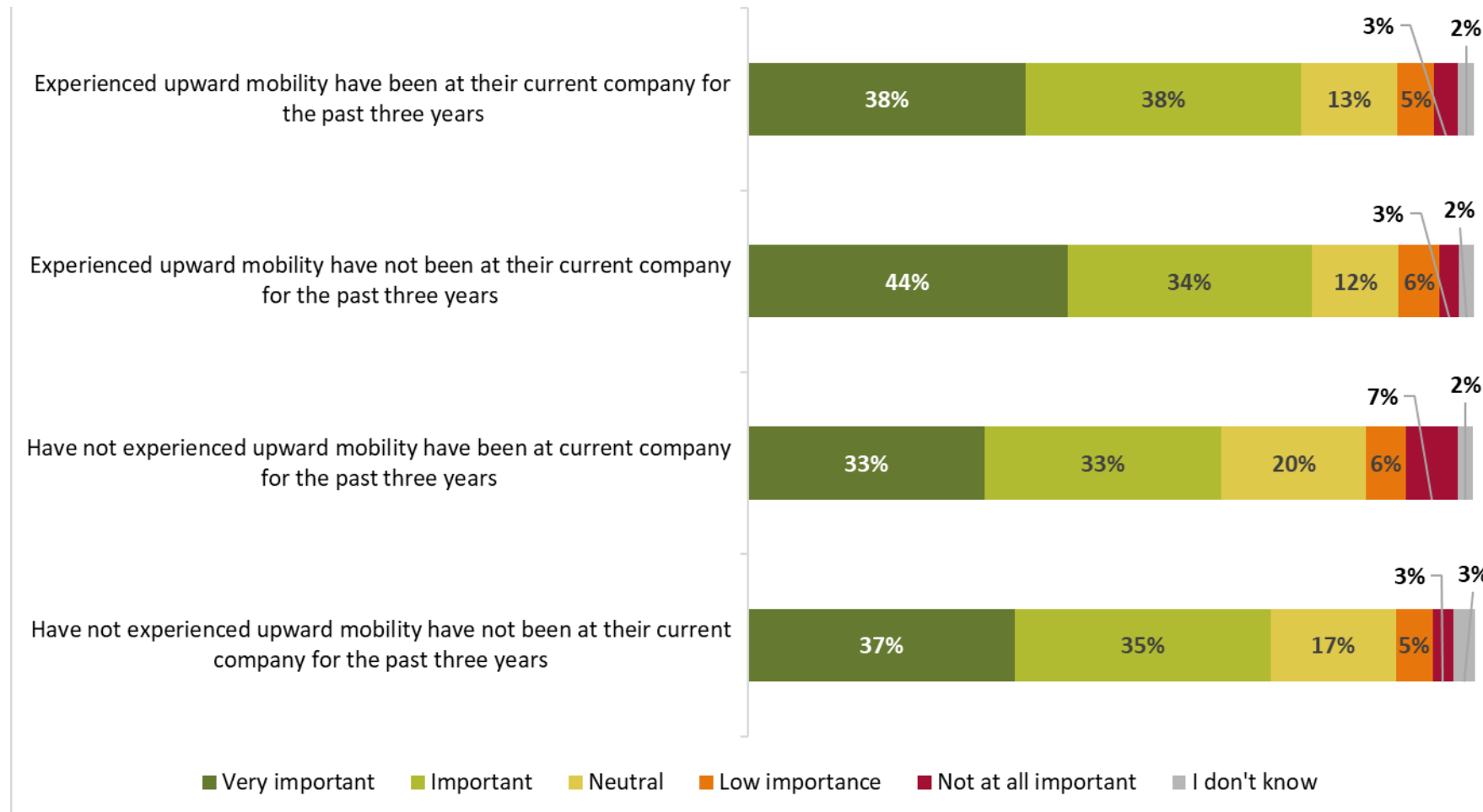
I2: Please rate how important the following factors would be to you if you were to search for another job
Opportunities for upward mobility



Section I

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

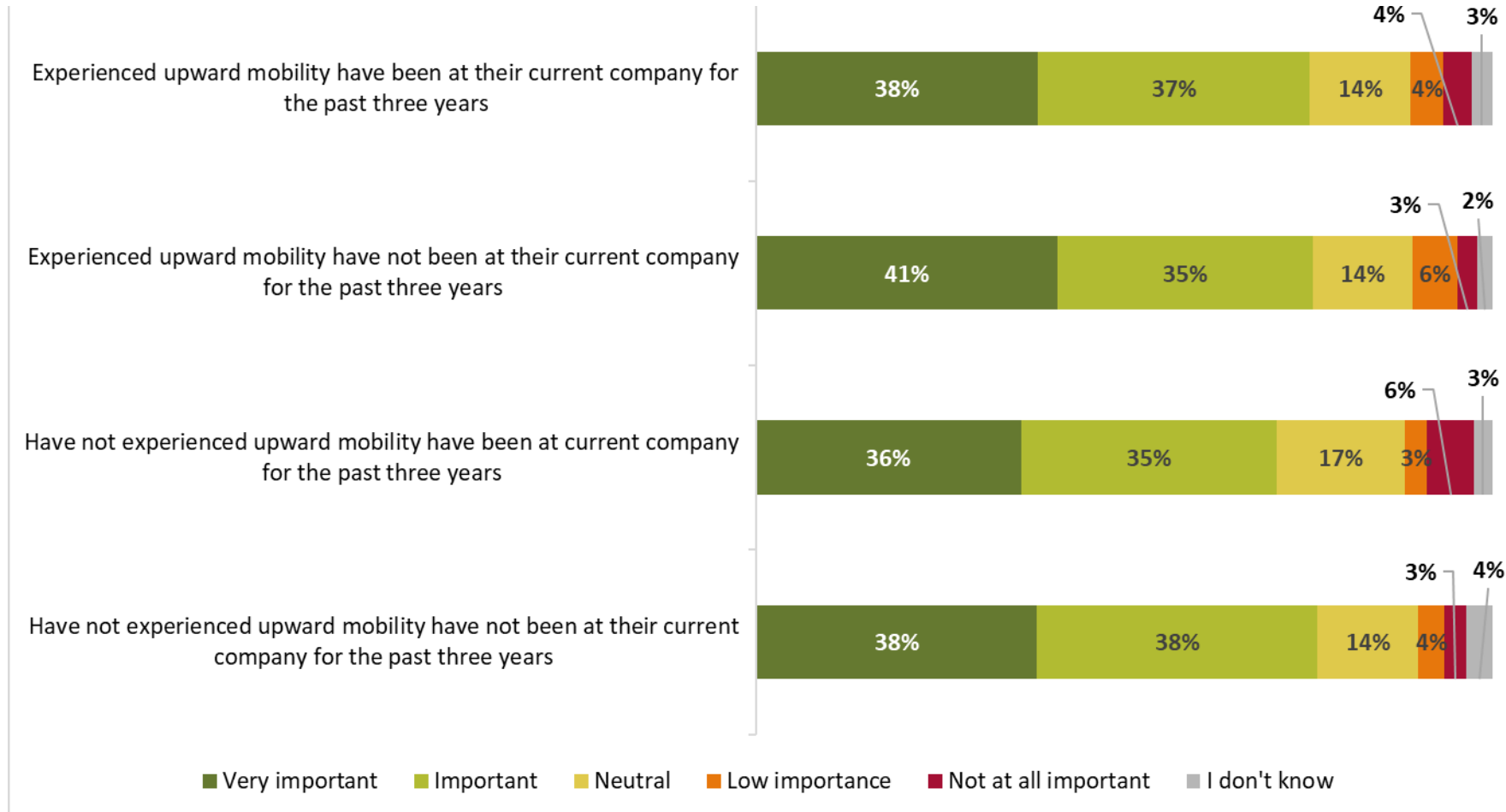
I2: Please rate how important the following factors would be to you if you were to search for another job
 Clear communication about opportunities for upward mobility



Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

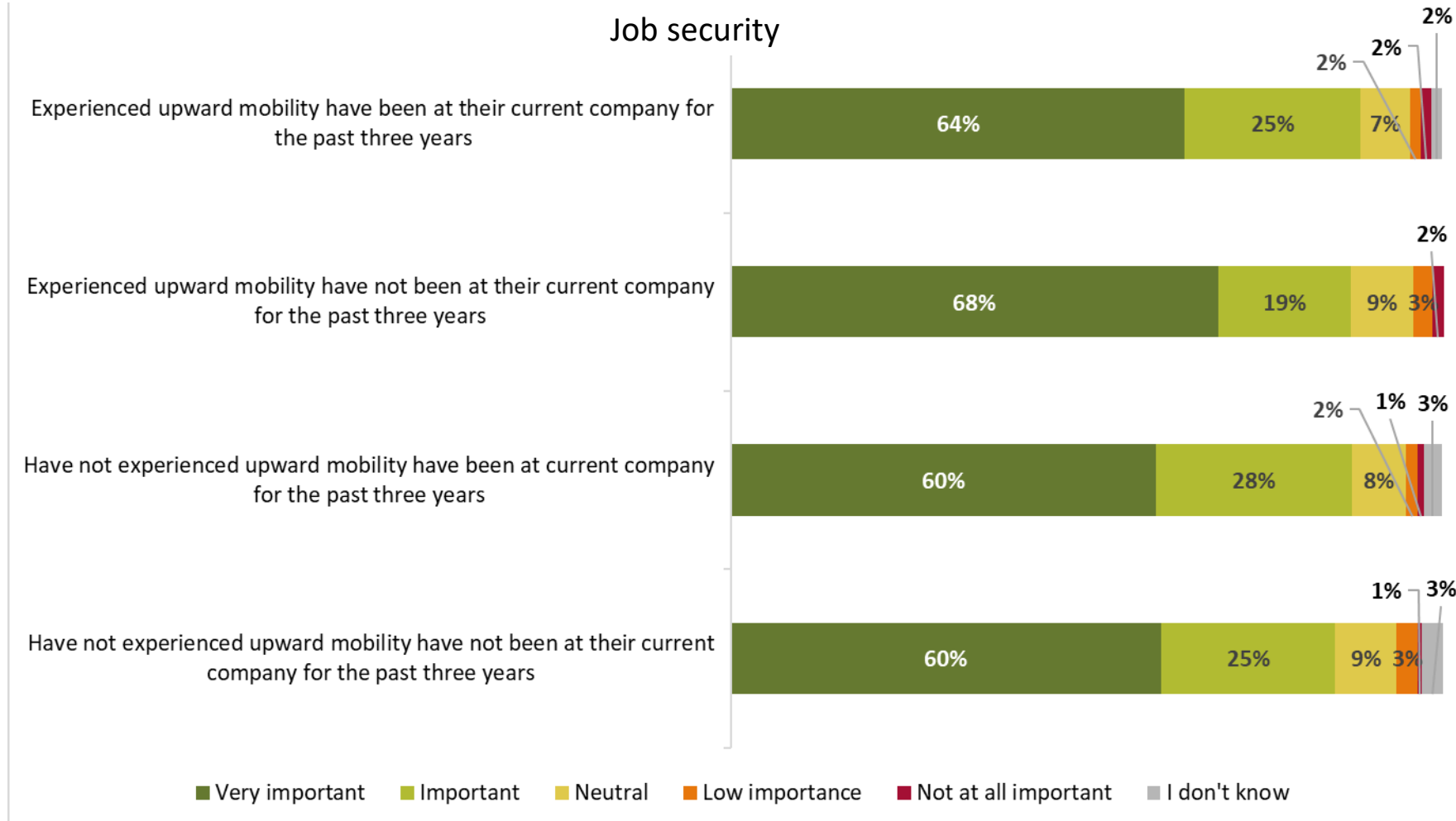
I2: Please rate how important the following factors would be to you if you were to search for another job
Skill development opportunities (e.g., training programs)



Section I

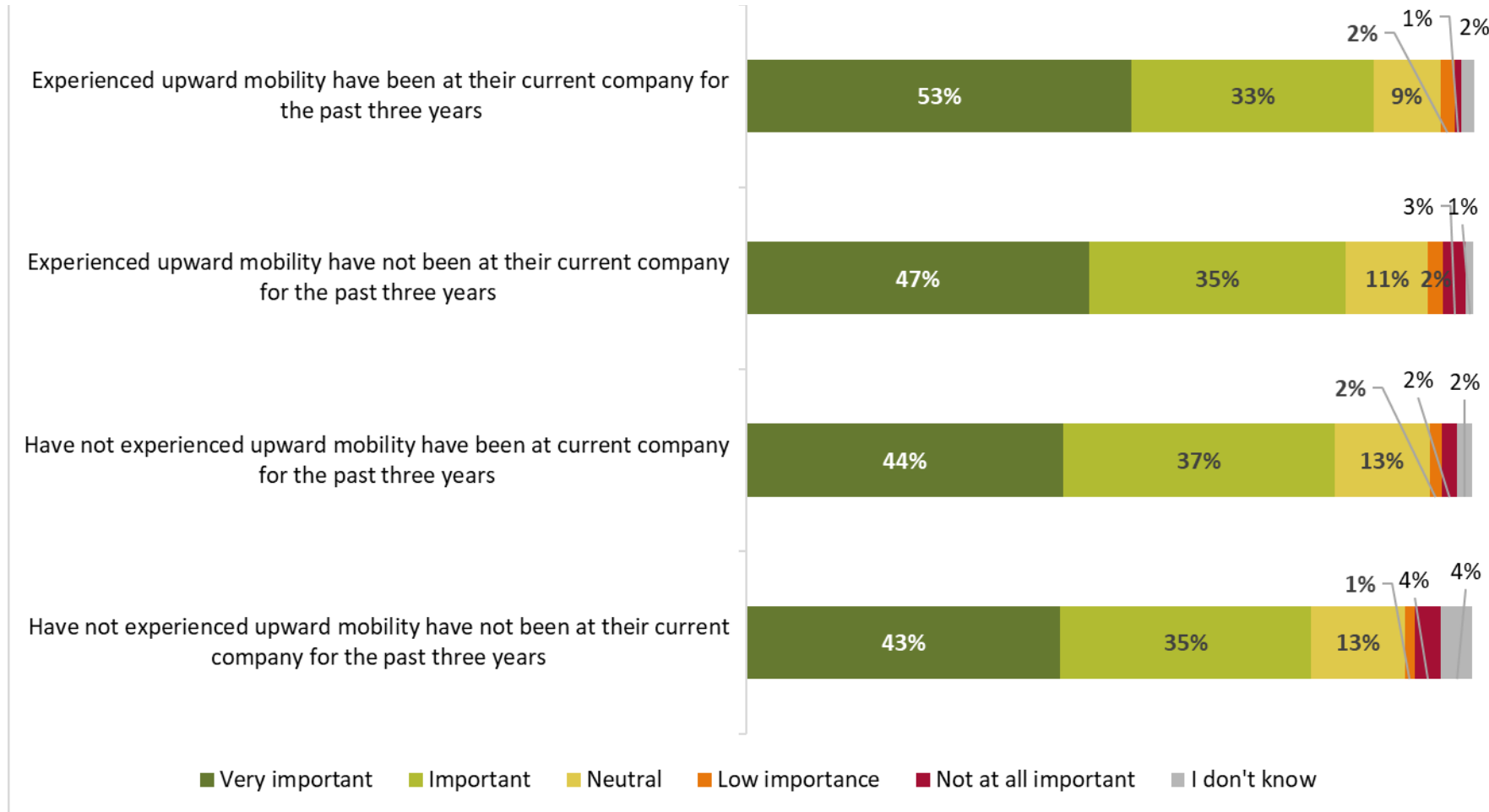
Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

I2: Please rate how important the following factors would be to you if you were to search for another job



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

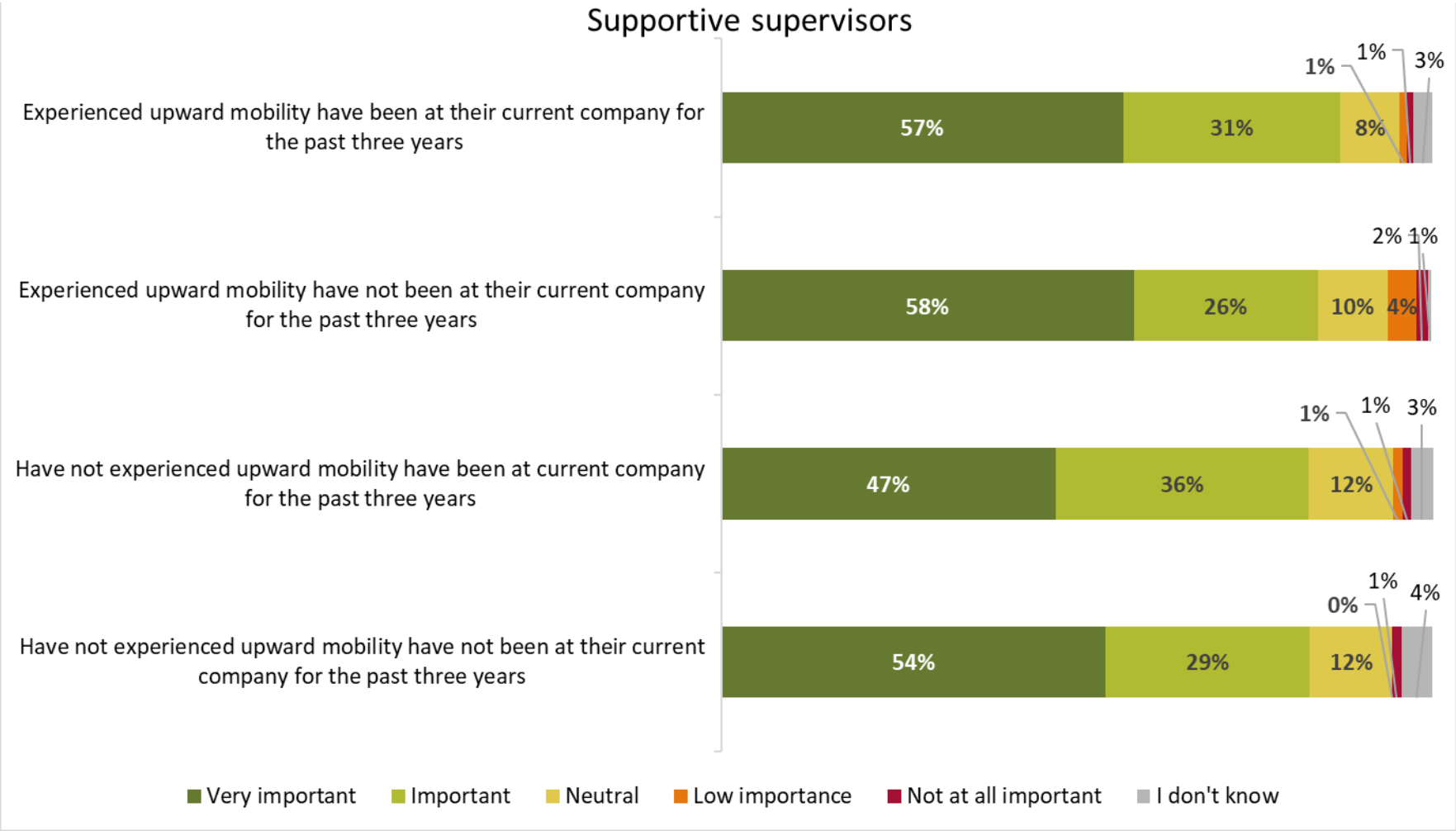
I2: Please rate how important the following factors would be to you if you were to search for another job
Supportive team members



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

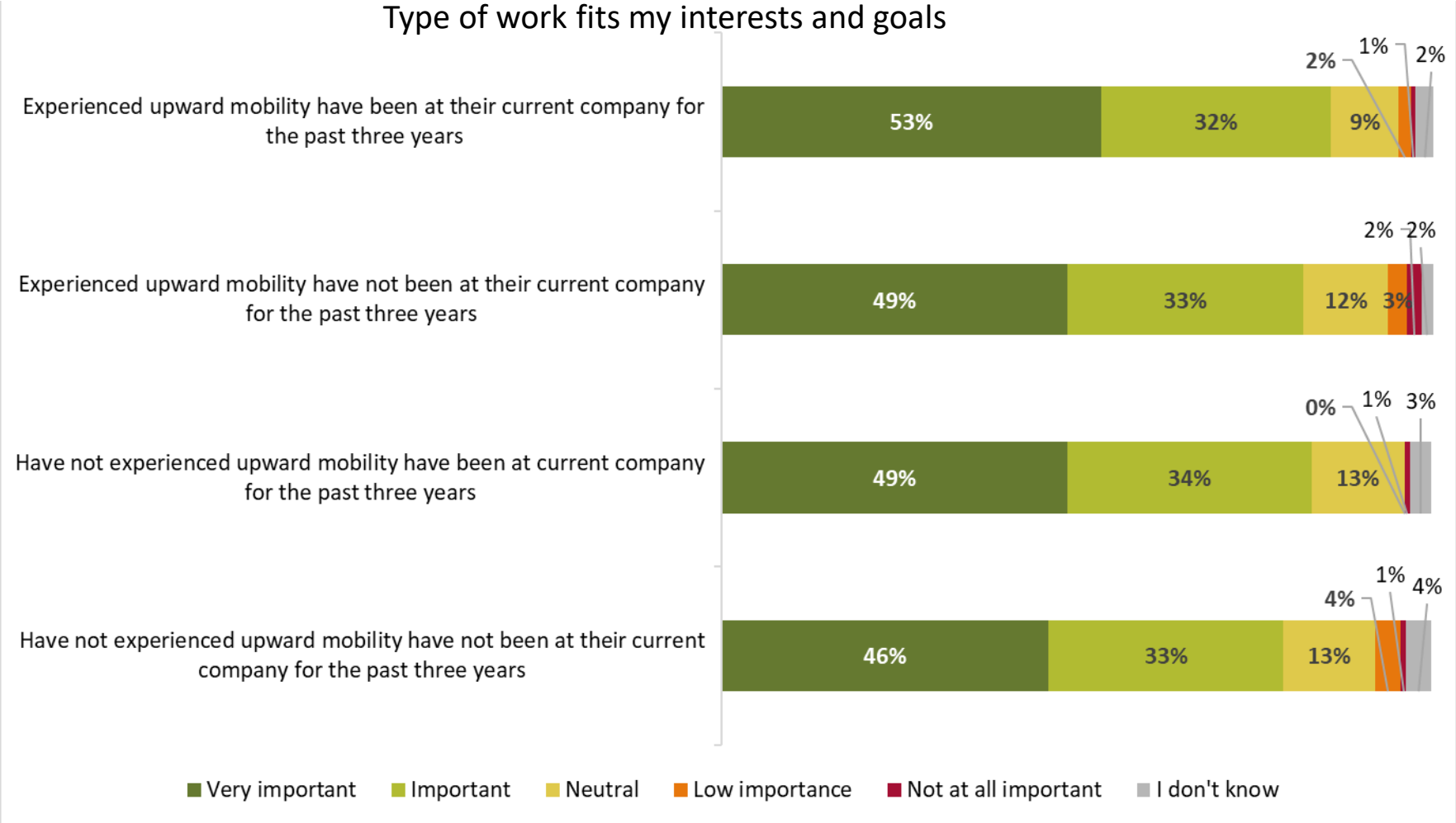


Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I2: Please rate how important the following factors would be to you if you were to search for another job

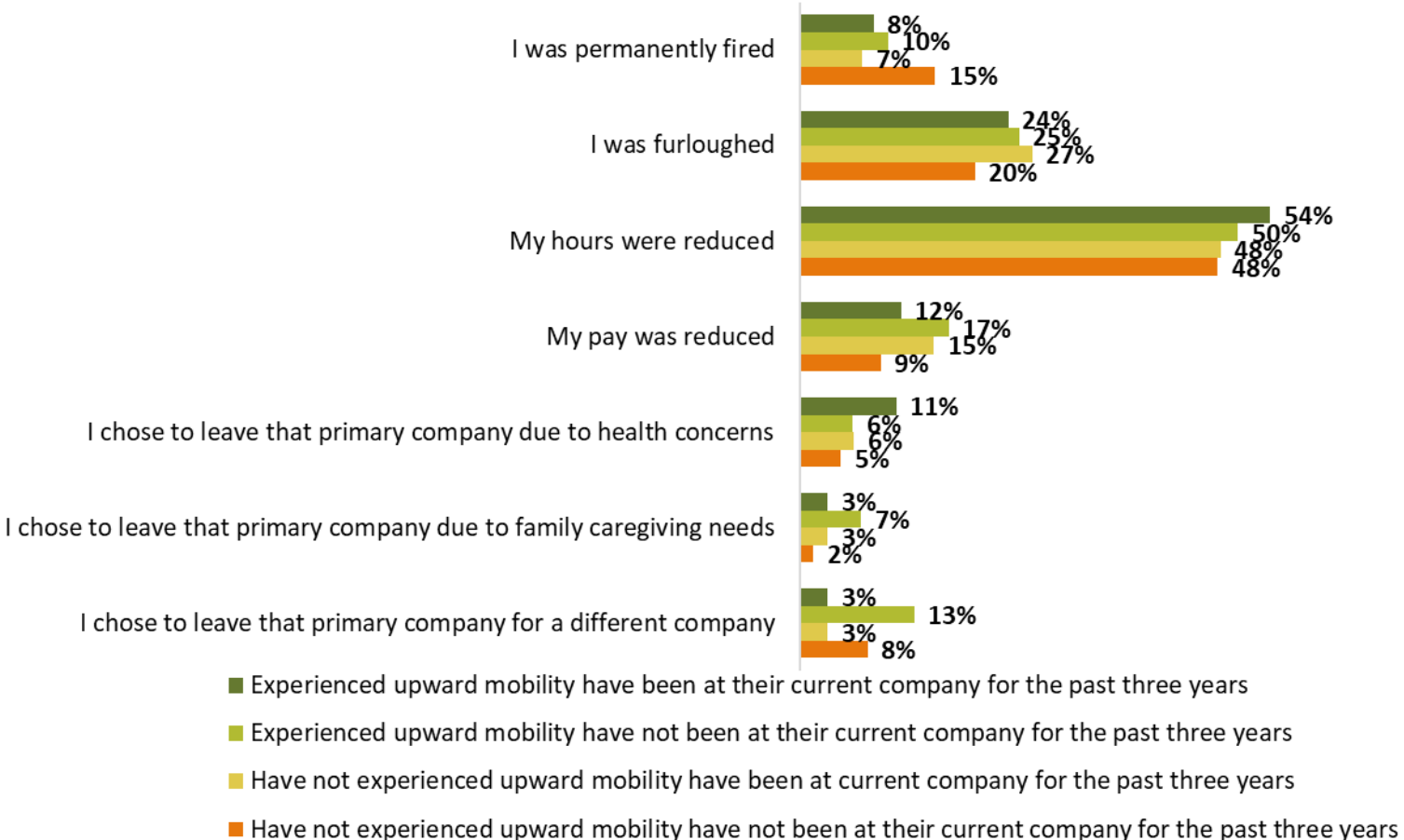
Type of work fits my interests and goals



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I3new: How did your employment at your primary company change between January 2020 and today?

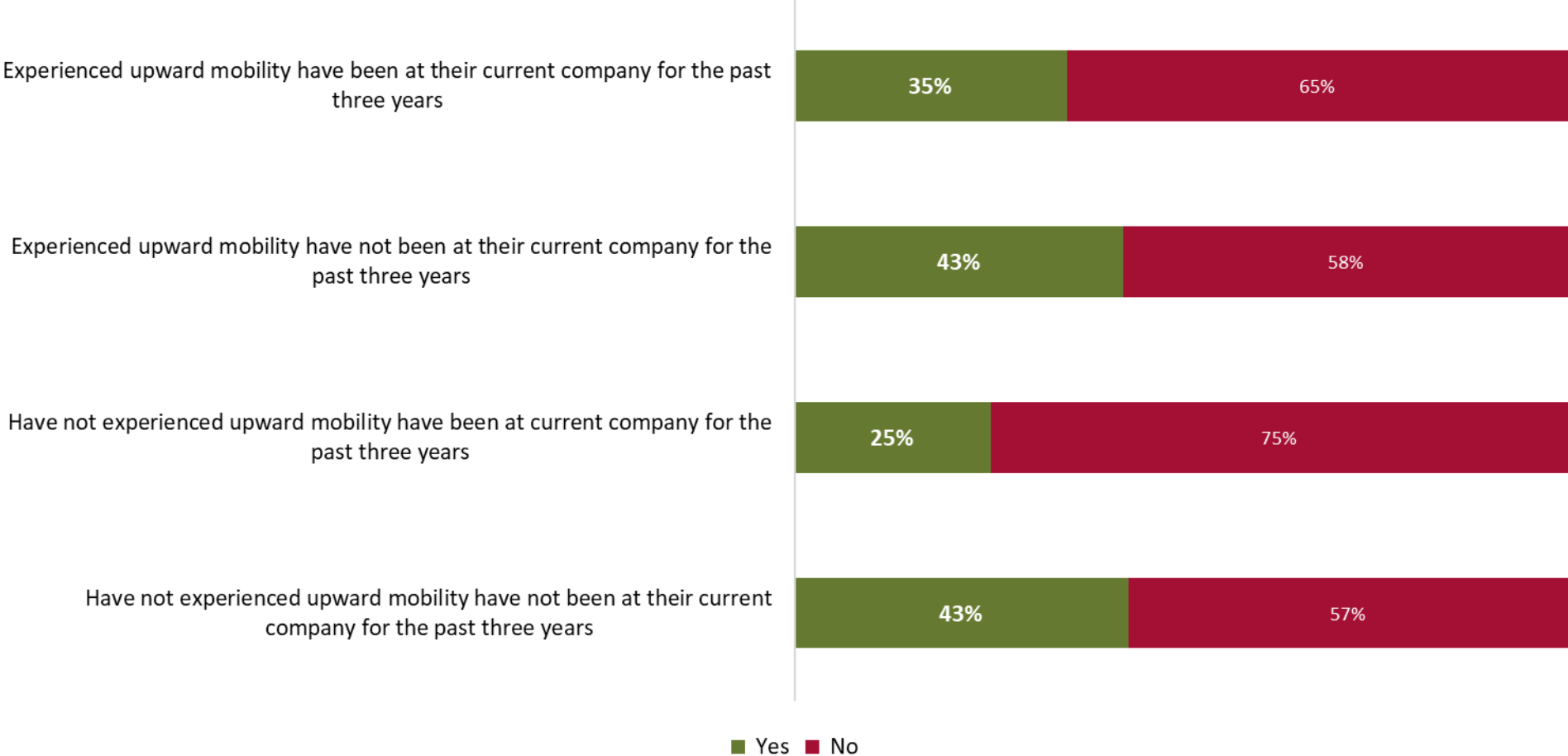


Note: Only respondents whose employment at their primary company changed between January 2020 and today answered this question.

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

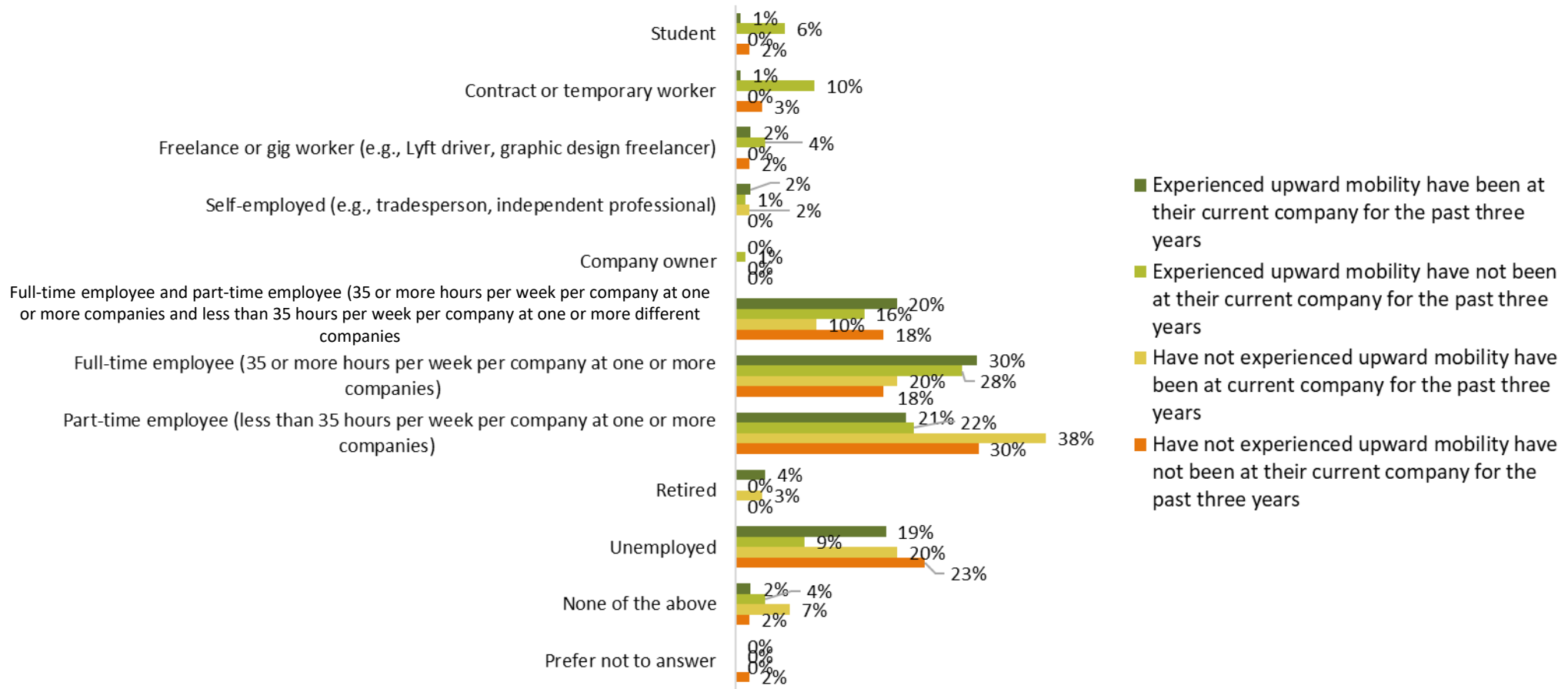
I3: Is your employment status today different from your January 2020 employment as a [A4 RESPONSE]?



Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

14: Which of the following best describes your main employment status as of today, when you are filling out this survey?

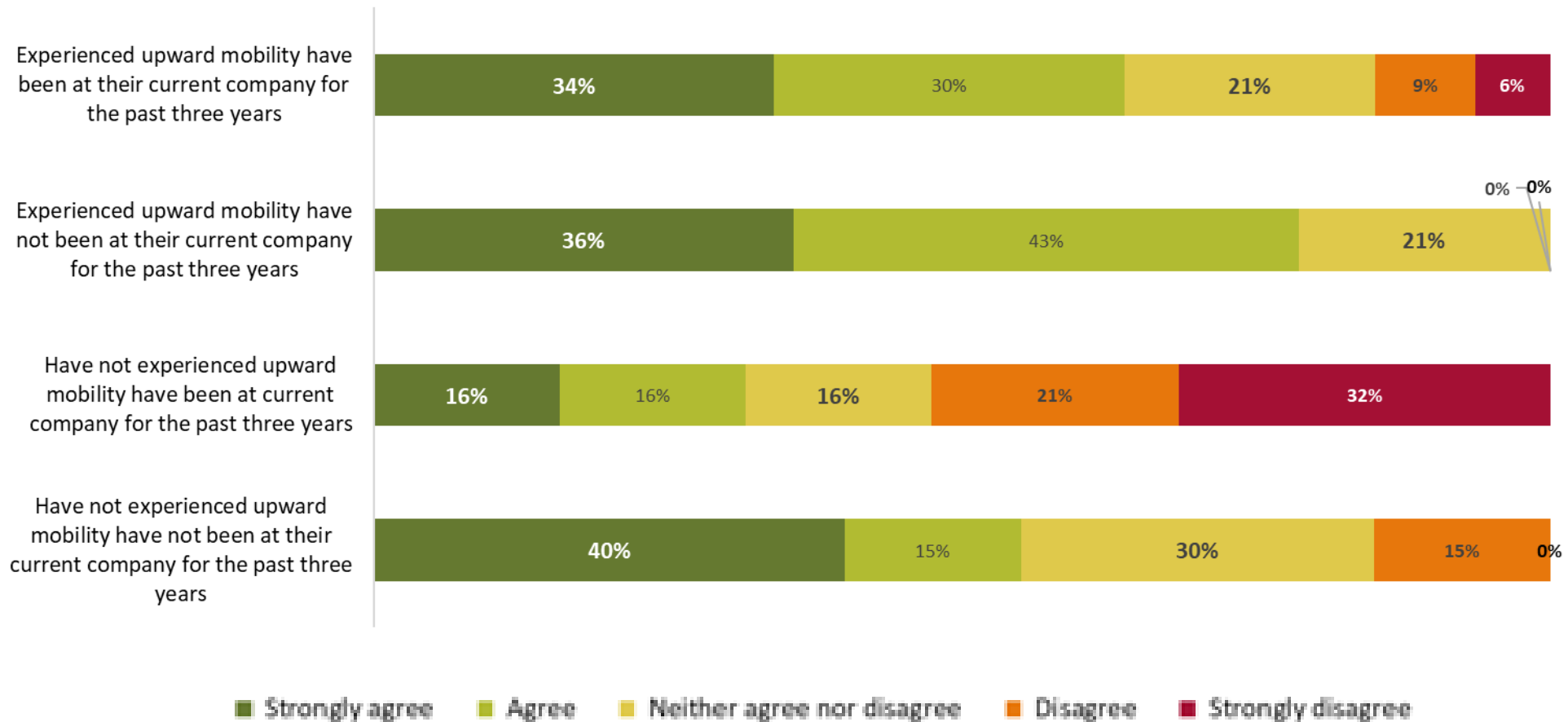


Note: Only respondents whose employment status changed since January 2020 answered this question.

Source: “Upward Mobility Survey of Low-Wage Workers in the U.S.,” September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

15: Please indicate how strongly you agree or disagree with the statement “I am confident I will be able to get a full-time or part-time job within the next six months”



Note: Only respondents who are not currently a full-time and/or part-time employee answered this question.

Source: "Upward Mobility Survey of Low-Wage Workers in the U.S.," September–November 2020, Project on Managing the Future of Work, Harvard Business School.

Section I

I6: Please select the answer choice that most closely matches your thoughts about your ability to increase your upward mobility over the next year.

Experienced upward mobility have been at their current company for the past three years



Experienced upward mobility have not been at their current company for the past three years



Have not experienced upward mobility have been at current company for the past three years



Have not experienced upward mobility have not been at their current company for the past three years

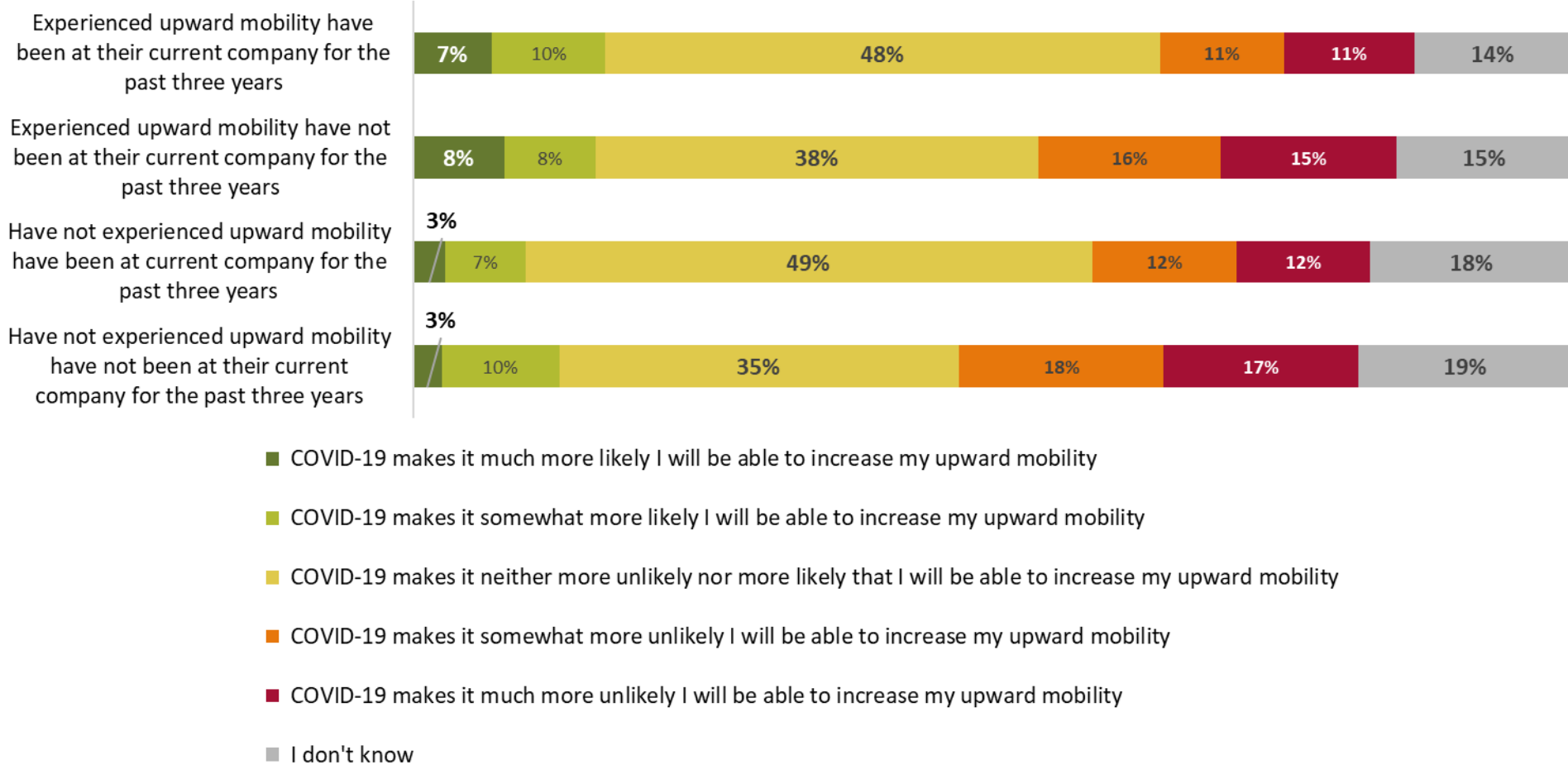


- It is likely I will be able to increase my upward mobility
- It is somewhat likely I will be able to increase my upward mobility
- It is neither more unlikely nor more likely that I will be able to increase my upward mobility
- It is somewhat unlikely I will be able to increase my upward mobility
- It is unlikely I will be able to increase my upward mobility
- I don't know

Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.

Section I

17: Please rate the effect of COVID-19 on your ability to increase your upward mobility over the next year.



Note: Only those who did not change employment status or those who changed employment status and are now a full-time or part-time employee answered this question.